

Civil servants' powers must be curbed, Commons report urges

MPs were involved in a fierce controversy yesterday after the publication of the Commons Expenditure Committee's report on the Civil Service. The report recommends big changes in the way the service operates but the main argument centred on the chapter written by Mr Brian Sedgmore, not accepted by the committee, which referred to "reactionaries" and a "Vichy mentality".

Left-wing attack splits Labour

After the balance of power within the constitution, describes the "Vichy mentality" which undoubtedly exists in some parts of the Foreign Office establishment. Mr Sedgmore says officials had advised ministers badly. He also maintains that the Home Office is "infested with reactionaries", that civil servants have little to offer in a practical way and that they frustrate the will of ministers by a variety of cunning devices.

Yesterday Mr Sedgmore said he stood by everything he had written in his chapter. He added that Sir Harold Wilson and Sir John Hunt had wasted the time of the committee by making statements that insulted the intelligence of the MPs on it.

Mr English said yesterday that even if the controversial chapter had been accepted it would not have affected any recommendations in the report. But other MPs on the committee took the view that it was a "wrecking amendment" and that if it was carried the report would have had to be rewritten.

Mr Sedgmore's chapter is, however, important, not for what it does to the report but because it reflects the attitude of a large number of Labour MPs towards the Civil Service.

Indeed, Mr Sedgmore made clear yesterday that his aim was not so much to get his views into the report as to fire the opening shots in what he expects will be a lengthy battle for total reform of the Civil Service. He has already presented his chapter for consideration by the National Executive Committee of the Labour Party and expects large sections of it to be incorporated in the party's next general election manifesto.

That all was not plain sailing during the committee's deliberations was evident from the tone of yesterday's press conference. While Mr English tried to emphasise the bipartisan manner in which most of the recommendations were carried, Mr Sedgmore insisted that an important party issue was involved.

A Conservative MP, Mr John Loder, intervened to suggest that if there was a party issue it was between the two divided parts of the Labour Party. Another leading Tory, Mr Nicholas Ridley, added that he was totally opposed to Mr Sedgmore's alternative chapter. It was worded in a highly emotive manner and was nothing more than an attempt to bend the bureaucracy to one particular creed.

Mr Ridley said the bulk of the report finally approved by the expenditure committee was a constructive and serious attempt to take proper measures to control the Civil Service and to turn the bureaucracy into an efficient and well managed force.

Confident Mr Lance moves to offensive

From Frank Vogl
Washington, Sept 15
Mr Bert Lance confronted the Senate governmental affairs committee today and sought to demonstrate both his innocence of all charges made against him and his qualifications for remaining as Director of the Office of Management and Budget.

In a crowded Capitol Hill hearing room, he dealt with great effect with his accusers on the Senate committee. His two-hour opening statement was greeted with applause from many in the public gallery who had queued for several hours to gain admittance to what Mr Lance has termed "my day in court".

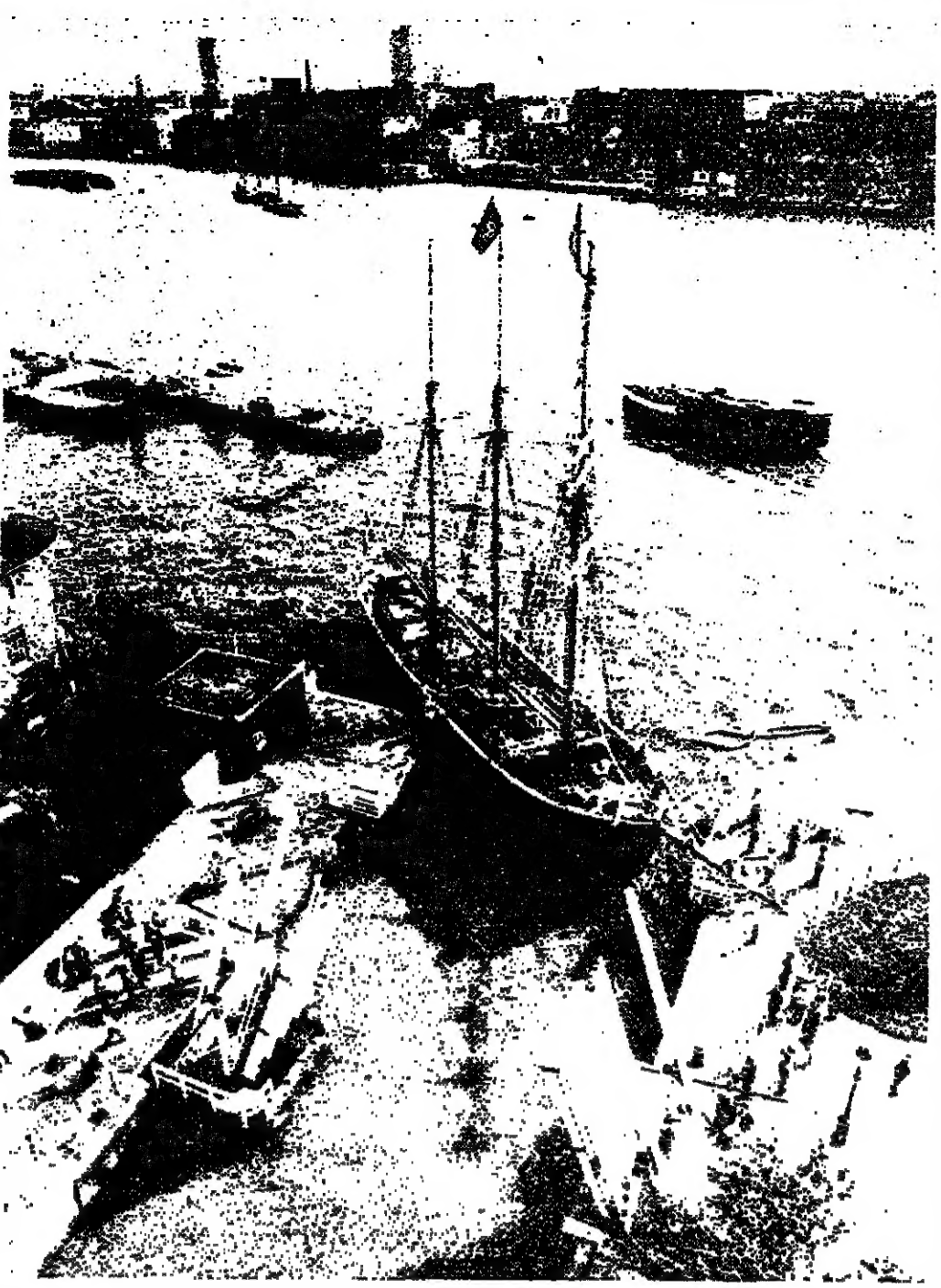
The applause clearly irritated the senators, as did Mr Lance's defiance and at one point the committee chairman, Mr Abraham Ribicoff, declared that "this is not a circus".

Mr Lance stated that "I did not ask for this fight, but now that I am in it, I am fighting not only for myself and my family but also for our system. It is part of our American system that a man can be drummed out of government by a series of false charges, half-truths, misrepresentations, innuendos and the like".

The embattled Budget Director's attitude met with great leanness, but he did not content himself merely with a defence. He also moved to the offensive, emphasising that several of the committee members had done him great damage by publicly making baseless charges and that their actions "pointedly ignored the American principle of justice and fair play."

His charges struck home and several of the committee members, notably Senator Charles Percy, were deeply embarrassed. Mr Percy swiftly stated:

Continued on page 6, col 4



The Danish topsail schooner Mercantile II arriving in St Katharine's yacht harbor, London. Built to an early-nineteenth-century design and restored in the past two years, she is now equipped as a cruise, conference and exhibition vessel.

French left-wing alliance faces worst crisis

From Charles Hargrove
Paris, Sept 15

The Union of the Left, the French electoral alliance of left-wing parties, has been plunged into its worst crisis since it came into being in 1972 by the decision of the left-wing Radicals to walk out of the alliance.

His charges struck home and several of the committee members, notably Senator Charles Percy, were deeply embarrassed. Mr Percy swiftly stated:

Continued on page 6, col 4

taken completely by surprise and their embarrassment was perceptible in their leaders' statements today.

The Left-wing Radicals acted on their own, quite deliberately. In so doing, they were not only reminding their two left-wing partners who in their running, controversy, throughout the summer had tended to ignore them, that they were not to be taken for granted. They also wanted to reassure their middle class supporters, alarmed by the communist policy of extensive nationalisation, that they stood for a large measure of free enterprise and opposed state capitalism and collectivism.

M Francois Mitterand, the Socialist Party leader, and the man who more than any other for the past 10 years had embodied the hopes of the Union of the Left, spoke in solemn terms this morning, after giving himself the right to think things over. Millions of Frenchmen and women had learned with sadness that through the twin effects of overbidding and political manoeuvring (an obvious reference to the Communists) the Union of the Left was in peril.

"The common programme is a good programme," he said. "Let us keep it. It must be adapted to the realities of the day. . . . But we must see to it that we preserve this fundamental pact which has enabled the Left to become in a few years the first political force in the country." He concluded by saying: "We remain solidly together."

He refused the invitation of M Georges Marchais, the Communist leader, to carry on without the Left-wing Radicals, the discussions interrupted yesterday. He made it clear that he would make no move before his party's national executive had discussed the situation next Monday.

The Left-wing Radicals, in fact have put the Socialists on the spot. After yesterday's clash, it will no longer be possible for M Mitterand to skirt around the fundamental ambiguity of the Union of the Left. What Le Quotidien de Paris calls a patched up alliance between those who want a collectivist society, those who do not and the even bigger numbers who want to compromise between liberalism and socialism.

All three party leaders last

University library to have Kipling documents

By Philip Howard

The Kipling papers, which Kipling's daughter, Mrs Elsie Bambridge, left to the National Trust when she died last year, are to go to Sussex University Library in Brighton.

The trust and the university are working out the terms of the formal agreement, but both sides are very willing that they should go to Sussex. The National Trust would have faced a difficulty in making the archive available to scholars if it had remained at Wimpole Hall, Mrs Bambridge's huge Georgian mansion near Cambridge. The decision will displace Cambridge University Library, the British Library and any number of American universities, but

God gives all men all earth to love, But since man's heart is small, Ordains for each one spot shall prove Beloved over all.

Kipling rejoiced that the lot had fallen to him on fair ground: Sussex by the sea. His house, Bateman's, in the little village of Burwash, is close in Brighton. The decision will bring nearly all the important Kipling manuscripts into one locality.

It is intended that Sussex University Library and the curator of the Bateman's collection should collaborate in mounting an exhibition and making their documents available to scholars.

Mr Michael Beaumont, of the National Trust, said yesterday: "Sussex University Library is the right place. It has a very good reputation both for the security it gives its documents and for making them accessible to scholars. And Kipling thought of himself as a Sussex man."

The Wimpole archive includes several hundred letters from and to Kipling illustrating every period of his life; manuscript volumes of his writing; many volumes of press cuttings; the Bateman's visitors' book with annotations by Kipling; and much other literary, personal, and business material.

Mrs Bambridge asked her executors to burn the diaries kept by herself, her mother, and her late husband, Captain George Bambridge. That has been done.

Lecturer will mediate in bakers' dispute

By Our Labour Staff

Dr Norman Ross, senior lecturer in employee relations at Birmingham University, was named yesterday as mediator in the bakers' workers' dispute.

He will consider pay and conditions associated with holiday working; arrangements to ensure that bakers working on holidays are not worse off than on a normal working-week; and whether any payments should be made for last August Bank holiday and a premium payment made for any rest day worked in that week.

Price freeze call: Mr Hattersley, Secretary of State for Prices and Consumer Protection, yesterday called on independent bakers still producing bread to freeze prices at their levels of September 5 (Hugh Clayton writes).

Static money supply may cut interest rates

There was probably no growth in the money supply in the banking month to mid-August—and this has increased pressure for the Bank of England's minimum lending rate to be cut by as much as a half a percentage point. The authorities were quick to stress that too much should not be read into the month's figures, particularly as the Government's borrowing requirements had been erratically met and there had been high sales of gilt and stocks.

Kidnappers warned

Helmut Schmidt, the West German Chancellor, appeared to the terrorists who have been holding Hans-Martin Schleyer, the businessmen's leader, for 11 days to give up the "insane" kidnapping. "Speaking in the name of the kidnappers," he said, "we will let ourselves be infected by your madness."

African cyclotron

South Africa is to build an open sector cyclotron, a sophisticated nuclear installation, at a site owned only by the United States, Russia, Germany and Switzerland. A statement yesterday by the state-owned Council for Scientific and Industrial Research said it would be used mainly for cancer therapy.

Black students held

South African police arrested 1,200 African students holding a memorial meeting for Mr Biko, the young black leader who died of detention on Monday. Police with dogs detained the singing students on the campus of Fort Hare University and ordered the men to lie on the ground. There was no violence.

Official boost for Bupa

Work of the British United Provident Association (Bupa) is being promoted in the East by the government-sponsored Tourist Authority. The object is to attract British tourists to the area because of its coming for medical treatment usually for more than the average tourist.

The Times

Times Newspapers Limited apologize to all those readers who have not received recent copies of The Times and for those misprints that have appeared in the paper. These have resulted from labour problems.

Claims fear

The three main local authority associations want the Government to introduce legislation to prevent local councils from being swamped with claims for damages over defective buildings after recent High Court rulings.

Leader page 15
Letters: On incomes' policy and unemployment, from Lord Robert; on the Gravelly from Mr Roy Grant; and on the bakers' strike, from Mr W. P. Willmott; on the French left; The Civil Service; Arts; Page 7

Diana Robinson reviews New York, New York and Excerpt II: The Horrors; Irving Wardle on Julie Harris in The Belle of Amherst; Michael Church on Thelma Houston; Page 16

Obituary, page 16
General: Alan Jolly, Mr R. J. Kirkpatrick; Features, page 10, 14
Bernard Levin has a plea for the moderate majority; Dr Tony Smith on the Mary Bell risk; Jonathan Sale on pressure groups; Business News, pages 17-23

Financial Editor: An unrepeatable performance; under scrutiny at Booker McConnell; regional newspapers; Croda International; Business Diary: The society of Motor Manufacturers and Traders bows to pressure from dissatisfied car buyers; Business features: Kenneth Owen on the proposals for a Severn barrage to generate electricity; West Germany's new economic package is examined by Peter Norman; Stock markets: Gifts went ahead strongly but the FT index closed 4.3 lower at 5443

Tests show safety of fast-reactor fuel

By Pearce Wright
Science Editor

The success of a remarkable experiment to test the safety of fast-breeder nuclear reactors showed the need for a large power station using the fast reactor to be built as a demonstration model. Sir John Hill, chairman of the United Kingdom Atomic Energy Authority, said yesterday.

The aim would be to provide necessary experience and information to be able to build such stations on a commercial basis and to demonstrate the efficiency, safety and environmental acceptability of fast reactors as electricity generators, he said in introducing the authority's annual report.

In the experiment nuclear fuel elements were deliberately allowed to overheat and melt. The tests were made as the last project with the experimental Dounreay fast reactor, which was shut down last March, after being used for research and development work for 16 years.

A few stainless steel canisters containing fuel were left in the core of the reactor and the flow of liquid sodium used for cooling blocked. As the temperature in the core rose the residual sodium began to boil. Eventually the canisters and their fuel turned into a molten lump that burned through the reactor into a safety container intended for such a contingency.

The amount of fuel was small. But the potential hazards in any nuclear reactor, if a stream of cooling material is lost, have been a continuing subject of discussion in debates on the safety of atomic power plants. The main fear is that radioactive substances would be released in a series of catastrophic events connected with the melting of the core.

Tests show safety of fast-reactor fuel

reactor was "the most stable and docile" reactor operated by the authority and to support a renewal of his request to the Government for permission to build a large power station demonstrating a design of fast reactor for commercial purposes. He argued that that was necessary to meet future energy demand. "World recession has produced a short-term energy glut that is masking, at least for the public, the more serious shortage that is to follow."

On the accounting basis of historic costs, nuclear power stations of the Central Electricity Generating Board were now producing electricity 40 per cent more cheaply than oil-fired stations built over the same period, and 30 per cent cheaper than coal-fired stations. He quoted the present electricity generating costs of the electricity board as 10.7p a kilowatt-hour for coal, 12.7p for oil, and 0.69p for nuclear.

He added that on present costs, or estimates of future costs, the difference was not so great. But the figures showed that nuclear power would continue to be cheaper for electricity generation at high-load factors than other fuels.

His survey of nuclear weapon proliferation described the issue as a real and serious problem facing the leaders of the great powers. The reprocessing of irradiated fuel could make an important contribution to world energy resources by providing plutonium for fast reactors and uranium for reuse.

The dangers of potential proliferation from reprocessing were best solved, according to the authority's report, through an international system of reprocessing and plutonium storage centres.

Doubts were expressed in the report whether halting reprocessing and fast-reactor programmes alone would substantially limit the spread of nuclear weapons.

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HOME NEWS

Printers may vote to end backing for NUJ dispute

From Ronald Kershaw
Northern Industrial
Correspondent
Darlington

A decision whether to continue to support the 161-week-old strike of journalists at the Westminster Press Group's North of England Newspapers at Darlington may be taken by the National Graphical Association tomorrow when officials, including the NGA president, Mr Leslie Dixon, address about sixty fathers of chapels (chairman of office branches).

For eight weeks the NGA has been partly responsible for preventing publication of the Northern Echo, which has the largest circulation of any provincial morning newspaper in England, and the Evening Dispatch.

Members of the NUJ were on strike on June 3 in support of a post-entry closed shop, refusing to work with a non-union sub-editor, Miss Josephine Kirk Smith, of the Darlington and Stockton Times, who has since joined the Institute of Journalists, which is not affiliated to the TUC.

Newspapers were printed in abbreviated form until the NGA, the National Society of Operative Printers, Compositors and Media Personnel (Natsopa), and the Society of Lithographic Artists, Designers, Engravers and Process Workers (Slade) joined the strike eight weeks ago. Now the NUJ has agreed to accept mediation.

Natsopa, which has about a hundred members on strike, held a branch meeting at Darlington yesterday, but no decisions on the dispute were taken. Mr George Lambie, its northern district secretary, said: "The national executive of the union made the decision to pull our people out and they will decide when there is to be a return to work."

Slade, which has only 12 workers involved in the strike, is to hold a branch meeting today, but any decision to return to work will be deferred until next Saturday.

Both Natsopa and Slade recognize that the NGA is the only union that has the teeth when it comes to stopping publication. Everything seems to turn on whether the NGA takes a decision tomorrow.

Mr Michael Duggan, of the Darlington NUJ chapel, said last night: "The printing unions came out on an issue of trade union principle, and we should like to think they would stick by that principle. We are grateful for the support they have given us and we hope they will continue to support the strike."

Byways of government 1: The National Debt Office

Taking care of one thing that goes up and never comes down

By Stewart Tandler

When the National Debt Office opened its doors in 1786 the debt stood at £238,231,248 5s 2d. Nearly two centuries later the figure is approaching £60,000m and shows every sign of still growing.

Mr Micaewer's advice has clearly gone to waste in his native land. Surprisingly, no energetic MP has jumped to his feet to ask why the office and its staff of 50 have not done more to check the rise. After all, it is the home of the Commissioners for the Reduction of the National Debt.

But the commissioners, who include the Master of the Rolls, the Lord Chief Justice, and the Speaker of the House of Commons, have not met formally since 1860, apart from a dinner in 1960 to celebrate having done nothing for 100 years.

In fact the title National Debt Office is nowadays something of a misnomer and an anachronism. The computing of the debt and its control are a matter for the Treasury and the Bank of England.

But every year members of the public still appear at the

office building in the City to offer their contributions to reducing the debt. Mr Francis Ashby, Comptroller General, National Debt Office, remembers one instance, just after war had been declared in 1939, when a bundle of jewelry was handed in. After trawling round the West End with it he raised £3.

Each year the gifts and bequests produce about £60,000, although 1978 will be a bumper year. A fund set up fifty years ago by the Inskip family to commemorate a daughter who died in a flying accident will mature and produce £4m to set against the debt.

Mr Ashby and his staff also manage a sinking fund with £5m a year, which is used to buy in government stock. All the Victory Bonds issued in 1919 have now been paid up, using a computer to make annual draws by which holders are recompensed.

But it will be the year 2005 before the last stock issued for the purchase of land in Ireland to give to tenants in the last century is cleared. In that case the annual draws are made by using numbered discs.

In its time the office has become the repository for many weird and wonderful funds. When the first of the Corn Law Commissioners was launched the office was used to provide government guarantees because it was thought that the risk was too big for normal insurance methods.

The oldest fund still held by the office dates back to 1817 and the formation of the Trustee Savings Bank under government regulation. After slavery had been abolished the office handled compensation claims by the slave owners.

Much of the work today is far less unusual. The office has developed an expertise in investment, which is used for the management of various public funds, including the National Insurance Fund and the National Savings Bank.

None the less its functions are diminishing. The national debt is now seen by economists as a respectable monetary vehicle. Even if it was not, the chance to eradicate it is probably long gone. In 1815 the office almost made it, but then Napoleon escaped from Elba.

Next: Colonial Lighthouse Service

Support for parents of handicapped children

By Annabel Ferriman

The birth of a handicapped child is a shattering experience for a family, and if no outside help is immediately available, remorse and misconceptions may destroy the parents' relationships with each other. That may inhibit the creation of a stable family background, which is essential for the child's development.

A report published today by the National Children's Bureau outlines the difficulties of parents of handicapped children and looks at eight schemes that have helped parents to cope.

In each case parents and professionals have worked together to produce a solution. The Southend group therapy scheme for parents is one of the projects described. Apart from providing group meetings for parents of children suffering from Down's syndrome, it arranges for a doctor and a parent to visit mothers who have just given birth to such children to help them in coping with the initial shock.

The scheme started in 1970 when Dr M. R. Mellor, then Deputy Medical Officer of Health for Southend-on-Sea, began to observe that families with mentally handicapped children had a profound need of support immediately after the child's complaint had been diagnosed.

He approached the local society for mentally handicapped children, and a group for parents of children with Down's syndrome was set up. The consultant paediatrician at the local hospital agreed to tell Dr Mellor and a member of the group whenever the birth of such a child occurred, and to ask the parents whether they would accept a visit from them.

The group has proved very helpful in providing advice, information and support for parents whose misapprehensions range from imagining their child will be an inert vegetable to thinking it will be an aggressive, unmanageable monster. Like the other seven groups described, it provides information on how the child's development can be maximized, and practical advice on allowances, trips and holidays, and on the many voluntary organizations concerned with the handicapped.

The report originated from a postal study carried out by the National Children's Bureau in 1975 during which education and social service departments and health authorities showed great interest.

Shared Care: Support services for families with handicapped children (Book Sales, National Children's Bureau, 3 Watkley Street, London EC4A 3QE, £1.20, and 75p to BCUA members).

PARLIAMENT, September 15, 1977

EEC Commission hopes that more will be spent on reducing high level of youth unemployment

European Parliament

Luxembourg It was hoped that by the end of the year the Council of Ministers for Social Affairs would have met to consider new proposals being drafted by the Commission in an effort to reduce the high level of youth unemployment in Europe. She feared they would see it as if urgent action was not taken.

Mrs Winifred Ewing (Moray and Nairn, Scot Nat) wondered if enough was being done to assist the transition from school to work. Should not employers be compelled to take a proportion of young people in the same way as they employed the disabled? She recommended the Commission to consider the workshop experience scheme being carried out in Motherwell.

Mr Vredeling said youth unemployment was part of the general malaise in society. Many young people in the same way as they employed the disabled? She recommended the Commission to consider the workshop experience scheme being carried out in Motherwell.

The tendency for employers not to employ young people but often the problem was that the education and training received by the young people were unsuitable or inadequate to the work being offered. That was why in the general labour market preference was given to older experienced workers. This phenomenon would have to be tackled through vocational training.

There was still a demand for qualified workers which could not be met, emphasizing the need for better training. The effects of the baby boom of the sixties had

aggravated the situation. Some 35 per cent of provisions for the social fund were going to special training measures for young people and the Commission were seeking in the budget to raise this to 50 per cent.

Vocational training must go hand in hand with the creation of suitable jobs but certain proposals with this in mind had been met with reservations when put to the Council of Social Affairs Ministers.

It was hoped that by the end of the year social affairs ministers would consider new proposals from the Commission. To date one problem had been the fact that the ministers only met twice a year.

The proposals to be submitted were being designed to have a more direct influence on the creation of jobs. An exchange of information and a comparison between measures in the member states would be useful. One worrying factor was that the duration of the unemployment of young people was lengthening. Social affairs ministers should show more will in tackling youth unemployment.

Mrs Elaine Kellie-Bowman (Lincoln, C) said the attack on and undermining of capital had caused many of the problems. They had priced the legislated young people out of jobs.

In the United Kingdom the so-called Employment Protection Act had probably been responsible for more unemployment than any other legislation.

It made employers cautious in taking on young untrained, untried school leavers because if they proved unsatisfactory it was difficult to get rid of them.

Report soon on imports of cheese from New Zealand

The Commission were considering measures which would allow imports of New Zealand cheese into the EEC after December 31 this year. Mr Finn Grunelach, vice president of the Commission with responsibilities for agricultural products, said in reply to Mr Michael Herbert (Ireland, Dep).

Mr Grunelach said under the Dublin agreement special terms were established for these cheese imports in declining quantities up to the end of 1977. From January 1, 1978, the Community had under the Dublin agreement no obligation to accept what was the case for butter, but the Dublin agreement asked the Commission to submit a report on imports of New Zealand cheese before the end of the year.

Consequently the Commission was considering the matter. In doing so they had to take into account the difficult dairy situation in the EEC but also the problems of New Zealand who were close trading partners.

They had to consider the matter in an international context. Since the multilateral trade negotiations were entering an important phase the report would not be available until later this autumn.

Mr Herbert asked how the Commission justified the continued entry into the EEC of New Zealand cheese when within the Community there were such massive surpluses of dairy products largely contributed to by continued importation of butter from New Zealand.

Would the Commission not agree that the first step in the reduction of these surpluses would be application of the concept of Community preference?

Mr Grunelach said naturally the Commission were respecting the rules on Community preference but the Commission also had to respect international obligations entered into. The amount of butter and cheese imported from New Zealand were in accordance with agreements and he intended to keep those agreements. (Conservative cheer.)

He did not think he would have any difficulty in getting the Community to abide by its international obligations. The cheese imports for 1978 were a matter for consideration—not a precise obligation like butter—and as there was an obligation to consider them that would be done.

Reservations on scheme to aid data processing

A long and detailed resolution was carried setting out reservations to the Commission's four-year programme to help the Community's data-processing and computer industry. The resolution asked the Commission, which is to consult further with the industry, computer manufacturers and users to adopt its plans which cover the years 1978 to 1981.

It made employers cautious in taking on young untrained, untried school leavers because if they proved unsatisfactory it was difficult to get rid of them.

Youths break up rock concert

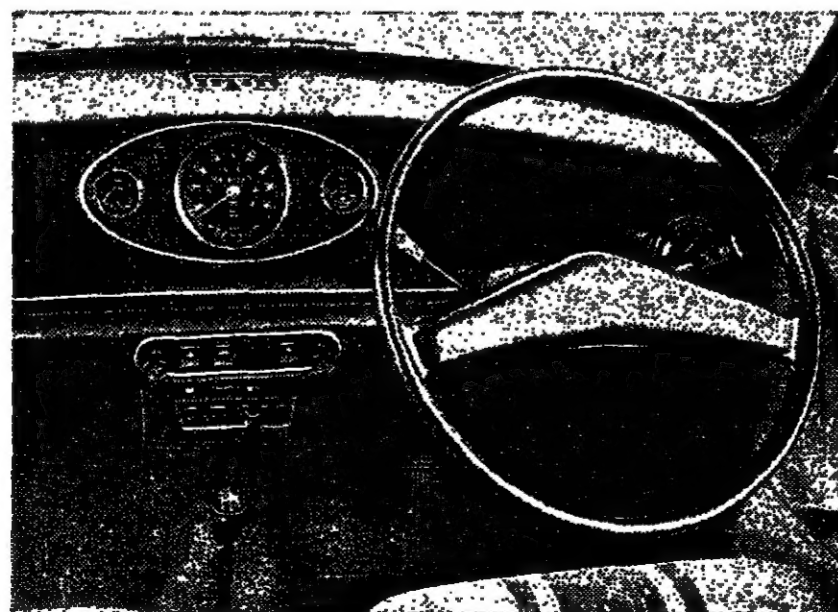
Milan, Sept 15—Youths hurling heavy iron bolts, stones and petrol bombs broke up a concert here by the American rock group Santana last night because, they said, the £500 (£1.52) admission price was too high.

This may change the way you look at the Mini.



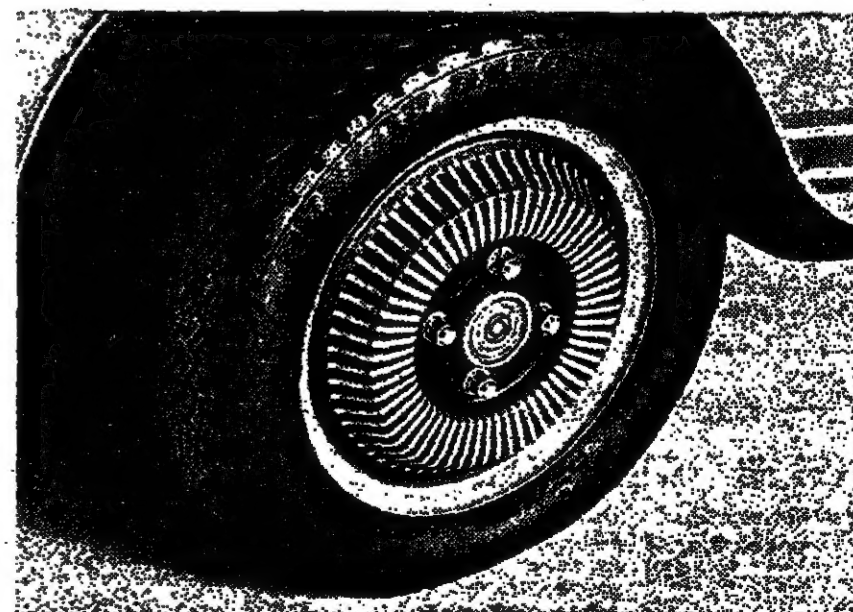
The Inside Story

Inside a new Mini 1000 you'll find new cloth covered reclining seats in smart stripes, colour-matched to the car's interior. You'll find fitted carpeting, new door pockets, a dipping rear view mirror, sun visors with ticket pocket and vanity mirror... the sort of chic a Mini can carry so well.



The Joy of It

Sit behind the new wheel of a Mini 1000: it's hand-some, easy to handle, with a broad twin spoke (leather-trimmed on the Clubman and 1275 GT.) Essential controls are now all on fingertip stalks. Improved sound-proofing makes a test drive very quiet; revised suspension makes it very smooth.



Another Mini First

The 1275 GT is the first car to fit the Dunlop Denovo run-flat safety tyre as standard. The new Denovo is a long-life quiet-running tyre that gives straight-line stability in a blow-out, up to 100 miles safe driving at up to 50 mph after a puncture and a boot uncluttered with a spare wheel.

In a world where it's increasingly difficult to tell one small car from another and call it your own, the Mini looks more special than ever with some exciting new colours, a matt black grille on the Mini 850 and 1000, new rear light clusters with reversing lights on the Mini 1000, Clubman saloon and 1275 GT and cool tinted windows all round on all Clubman models.

Take a new look at the new Minis in your Austin or Morris showroom. You'll find we've changed just about everything on or in the Mini except the Mini because...

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Car featured Mini 1000, price £1964.43. Mini prices from £1893.06. All prices include car tax, VMT and seat belts. Number plates and delivery extra. © 'Mini' is a Registered Trade Mark.

OVERSEAS

Police arrest 1,200 students at memorial meeting for African leader who died in detention

King William's Town, Sept. 15.—South African police today detained more than 1,200 students at Fort Hare black university here who defied a ban and held a memorial meeting for Mr. Steve Biko, the black leader who died in detention on Monday.

All the arrested students were men. Police said they are being held for violating the Riotous Assemblies Act.

Mr. Biko, aged 30, who was stated to have died in Pretoria after a seven-day hunger strike, had been restricted to the King William's Town area for the past five years and was detained last month for the second time. His death, the twenty-first of a black political detainee in 18 months, has aroused wide protest here and abroad.

More than 1,500 students at the memorial meeting were singing when they were surrounded by police with dogs, witnesses said.

As the students continued the meeting in an orderly way, police asked the women students to leave, but they refused.

The men were then ordered into a convoy of police lorries, which they entered without resistance, and were driven away.

Protest meeting over the death of Mr. Biko, honorary president of the Black People's Convention, inspirer of the black consciousness movement and founder of the Black South African Students' Organization, were planned for various South African cities and universities today.

In Cape Town, police successfully applied to a magistrate for a ban on all student gatherings at Cape Town University. But security police later had the ban withdrawn. There was no immediate explanation.

When the meeting was held, Mr. Donald Woods, editor of the liberal East London *Daily Dispatch*, challenged Mr. James Kruger, Minister of Justice and Prisons, to reveal the findings of his inquiry into the deaths of African Congress, has been restricted to Kimberley since his release from Robben Island prison in 1969.—Agence France Press.

In Maseru, the Lesotho Gov-

ernment expressed "shock and indignation" at Mr. Biko's death and accused the South African Government of the "selective elimination" of black opponents.—Reuter and AP.

Johannesburg, Sept. 15.—Mr. J. Kruger's office said today that Mr. Biko was intravenously fed before he died.

Mr. Kruger had made no mention of such treatment earlier this week when he announced Mr. Biko's death. Yesterday he said that a man on a hunger strike exercised a "democratic right" and "you cannot force him to eat."—AP.

Cape Town, Sept. 15.—Mr. Robert Sobukwe, the African Nationalist leader, underwent surgery at Groote Schuur Hospital here yesterday. His condition was said to be "satisfactory."

Mr. Sobukwe, aged 53, former leader of the banned Pan-African Congress, has been restricted to Kimberley since his release from Robben Island prison in 1969.—Agence France Press.

Mr Lance says his conscience is clear

Continued from page 1

that he regretted the charges he may have made in public and in his defence he could only claim that the press may have misreported his comments.

At a press conference later, President Carter said he will review with Mr. Lance the allegations made against him and assess the Budget Director's position at the weekend. He thought the press had been fair in its reports. At this moment, "I have no reason to feel Bert Lance is dishonest, incompetent or that he has acted unethically."

Mr. Lance did not turn the tables on the committee today and it is, rather than the senators, who still remains in the dock. Nevertheless, should Mr. Lance's statements about his personal affairs and his dealings with members of the committee's staff prove to be accurate, then Senator Ribicoff and his colleagues will widely be seen as having been incompetent in conducting both the previous hearings into Mr. Lance's affairs and this present investigation.

The question now is one of proof and Mr. Lance looked increasingly confident today. He entered the crowded hearing room holding hands with his wife and accompanied by his son. He greeted friends, smiled to the television cameras and the dozens of newspaper photographers and warmly greeted reporters. With Mr. Charles Clifford, his lawyer, at his side, he slowly and clearly read out loud a 49-page prepared statement. In the next two days he will have to answer detailed questions from the senators on the points he made in his statement.

Several of the committee members outlined the main purposes of this hearing, with Senator William Roth, a Republican from Delaware, summarizing the committee's views. He said the task of the committee is to determine if Mr. Lance is qualified for his top government position and if he meets the ethical standards of the public officials. He also noted that the committee must determine why it did not receive all the information it needs to judge Mr. Lance's qualifications at the time of his confirmation last January.

On this latter matter the points made by Mr. Lance, if proven valid, will greatly embarrass the committee. He stated that last January he provided the committee with detailed information about his personal and financial background. He had authorized the committee to make as extensive an investigation into his affairs as it desired.

Most importantly, he disclosed that he had detailed informal conversations with leading staff officials last January, where he outlined his personal overdrafts and loans and banking dealings, where he disclosed the nature and conclusions of Government investi-



Mr. Lance puts his case to the Senate investigators.

gations into the affairs of the banks he managed and where he comprehensively reviewed "the various financial matters which now are the focus of this hearing."

Mr. Lance said he believed in the American system of justice and the American sense of fair play and welcomed the American people "as the jury in this proceeding, for I am sure and comfortable that my conscience is clear and that the people's verdict will be a fair and just one."

He went on: "Certain persons (on the committee) have publicly, in effect, brought in a verdict of 'guilty' before I have been given the opportunity to present my side of the case. Charges have followed charges. Accusations have poured forth, accompanied by prompt and destructive interpretations, by certain members of this body. 'Ready-made opinions have been offered affecting my character, my ability and my integrity. The rights that I thought that I possessed have, one by one, gone down the drain.'"

Most of Mr. Lance's statement concerned the specific charges made against him. He showed that all statements by government investigators indicated that there is no truth to the charge that he unfairly and illegally took advantage of his banking positions to get favourable loans from big banks in New York and Chicago.

The suggestion by Senator Percy that he had engaged in tax fraud was a "savage charge" and he claimed that at no time did he avoid declaring on his tax returns all dividend income, nor did he ever backdate cheques to avoid tax payments.

He presented five sworn affidavits to prove he had no connection whatever with a convicted embezzler in Georgia and demonstrated that his use of company aircraft greatly helped his banks.

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If the local press is curbed, this may to a certain extent be counterbalanced by the availability of imported newspapers. Outside publications which offend the sensitivities of a regime even in a single paragraph may be banned; often this prohibition applies only to individual issues.

Arab and African governments seem particularly sensitive to what is written about them abroad. This reaction may be heightened by the spread of English and French in Africa and the Middle East, and the speed with which newspapers can be sent by air from Europe. The fact that it was then possible to buy *The Sunday Times* in the street in Nairobi on a Sunday morning explained why the authorities were not disposed to allow the free circulation of the paper's editorials on high-level corruption in Kenya in a series of articles two years ago.

Westerners tend to react to the very different state next door, Tanzania, in opposite ways. Either they admire its ideology of African socialism based on self-reliance, or they criticize it as a one-party state. The Tanzanian press is part of the system and as such heavily committed, noticeably in its reporting of white-ruled southern Africa. The press is able to expose corruption and other social and economic shortcomings, but Tanzania's particular socialist role is not questioned in print. Nevertheless, the Dar es Salaam press seems almost the epitome of free speech, except the natives can hold out more than 24 hours without water or without electricity. The area is covered with vicious thorn bushes.

Besides, the local population, all ethnic Somalis, would cooperate fully in the search.—Agence France-Press.

Mr Dayan stands firm on Palestinian issue

From Moshe Beilinson
Tel Aviv, Sept. 15

Mr. Moshe Dayan, the Israeli Foreign Minister, left for the United States today assuring Israelis that he will stand up to any American pressure and veto any invitation to a Palestinian delegation to attend the Geneva peace talks.

In an airport interview, he made it clear that Israel opposes the presence not only of the terrorist Palestine Liberation Organization (PLO) but of any separate Palestinian delegation. He explained that Israel's consent to their attendance might be construed as "acceptance of some kind of Palestinian state or entity of whatever you call it apart from Jordan."

Had the Arabs accepted the Israeli proposal that Palestinians be included in the Jordanian delegation, he went on, there would have been no problem. While the Israeli refused to talk to the Arab terrorists under any circumstances, they would welcome meetings with Palestinians representing the West Bank and the Gaza Strip to discuss "living together."

But Geneva is a conference for getting peace treaties between states," he said.

Mr. Dayan also rejected the American proposal of a single Arab delegation to Geneva to get around the problem of Palestinian presence. "You can't sign a peace treaty with three countries in a single delegation," he said.

It was thought here that the confrontation between Washington and Jerusalem that many forecast had not taken place when Mr. Beigun, the Prime Minister, went to Washington in July and Mr. Vance, the American Secretary of State, visited Jerusalem last month, is now imminent.

The controversial statement by Mr. Hoddin Carter, the State Department spokesman,

that a Palestinian role is essential for the success of the peace-making process, was widely interpreted here as a deliberate provocation to Mr. Dayan on the eve of his mission to bring proposals that would break the impasse at Geneva.

Mr. Beigun has already proposed to President Carter various alternatives for the Arabs and the Soviet Union, to attend without the Palestinians. The alternatives are for the Americans to encourage meetings between Israel and each neighbouring Arab country or "promoting talks" with an American mediator shuttling between the Israeli and Arab negotiators.

Something like this may take place this month when Mr. Vance meets Mr. Dayan and Arab foreign ministers who will be in New York for the United Nations General Assembly.

An Israeli model for a peace treaty with Egypt was also mentioned ago to Washington for possible discussion in the forum Mr. Dayan said he had no illusions that the Arabs would accept it but said it was "a plan to work on."

The draft is quite specific about Palestinian representation between the two countries but does not rule out the territories issue. This is dealt with in a covering letter which the Americans were asked not to show to the Arabs because they believe this should be negotiated directly.

Mr. Dayan said today that the covering letter "does not deal with principles but did not deal with lines or maps. If these principles are accepted by the other party, we can try to interpret it on the ground of negotiable lines."

He said that if the Arabs of the American showed interest in his concept for the West Bank which would allow the Arabs to run their own affairs apart from security and foreign affairs, he would go into details during his mission.

Hongkong tries to recover money in bribe case

Hongkong, Sept. 15.—Hongkong's Attorney-General has obtained a court order to recover \$584,411 (£500,000) that the wife of a police superintendent jailed for corruption, may be holding.

A writ naming Mr. Peter Godber, a former chief superintendent, issued in 1975 for four years for accepting bribes, and his wife Jean, now in England, was filed last May, court officials said today.

Judgment was obtained against Mr. Godber last month, and the wife's husband was released on October 3, but remission for good behaviour. He is expected to fly out of Hongkong immediately.

Mr. Jones said it would be necessary to follow up the writ with civil proceedings in the High Court in England.

Mr. Jones said that the state

was cleaning the money from the police.

He said that when Mr. Godber shipped out of Hongkong in 1973 while being investigated by anti-graft officers, he had about \$584,411 (£500,000) in different currencies in bank accounts in England, Canada, the United States, Singapore and Hongkong.

The Attorney-General claimed \$584,411 after deducting Mr. Godber's salary and reasonable living expenses.

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Escape by diplomat stabbed in his sleep

From Our Correspondent
Melbourne, Sept. 15

After being stabbed in his sleep and abducted, Colonel Iqbal Singh, the Indian military attaché, escaped from his attacker early today by crashing the getaway car which he was being forced to drive.

His assailant, said to be blond, bearded and apparently Australian, escaped into the bush about five miles out of Canberra. A lorry driver took Colonel Singh to hospital where his condition was said to be satisfactory after an operation for stab wounds to the chest and side.

The attaché and his wife Darshan were asleep when the man broke into their home in Canberra and drove a dagger through the bedclothes into Colonel Singh's chest, piercing a lung. At gunpoint, he then forced the Singh, still in his pyjamas, to drive south towards the Snowy Mountains. As the wounded colonel drove, their attacker held a rifle at his head and a dagger towards his wife.

About five miles outside Canberra, Colonel Singh, aged 45, swerved off the road into bushes. He was stabbed again as he and his wife grappled with the man who fired a shot through the car's roof before the rifle was broken in the fight. The attacker jumped out of the car and fled.

In Parliament, Mr. Andrew Peacock, the Foreign Affairs Minister, called the abduction "a deplorable incident."

S Africa builds its own cyclotron

From Our Correspondent
Johannesburg, Sept. 15

South Africa revealed today that it is to build a sophisticated nuclear installation, to be used mainly for cancer therapy.

The announcement, by the state-run Council for Scientific and Industrial Research, comes after an international furore over suspicions that the country is about to test a nuclear weapon.

The installation, an open sector cyclotron, or accelerator, will make South Africa a member of an exclusive nuclear club. According to the council, the only open sector cyclotrons at present are in the United States, Russia, West Germany and Switzerland.

The statement said that the cyclotron, locally planned and designed, would be built in the Western Cape and was scheduled to come into operation in about six years. It gave no indication of the cost. Presumably, it will be established near the country's first nuclear power station now being built north of Cape Town.

The statement said: "The new nuclear facility is being designed for multi-disciplinary use and will be employed mainly for cancer therapy, basic research and the production of radio isotopes."

Pakistan politicians upset by scrutiny of assets

From Richard Wigg
Karachi, Sept. 15

The files that Mr. Bhutto, the deposed Prime Minister, kept secretly on the business affairs of his ministers, parliamentary supporters and provincial chief ministers and followers, will be used for comparison by the martial law authorities when they get down to scrutinizing the assets declared by candidates for next month's general election. Under pressure of the martial law administration, has already had to put back the final date for declaring assets, set for next Monday, by five days after which the papers will be vetted by mixed commissions of officers and lawyers.

December, 1970, and July this year must declare the assets they had acquired in that period.

But now the country's military rulers have been made aware that their decree has also upset leading figures of the anti-Mr. Bhutto Pakistan National Alliance.

The decree has placed fresh obstacles in the way of the election. Under pressure of the martial law administration, has already had to put back the final date for declaring assets, set for next Monday, by five days after which the papers will be vetted by mixed commissions of officers and lawyers.

Union demand for uranium referendum rejected

Canberra, Sept. 15.—The Australian Government and Trade Unions appeared tonight to be on a collision course over uranium exports only an early general election would resolve.

At its biennial congress in Sydney, the Australian Council of Trade Unions (ACTU), representing the majority of the unions, challenged the Conservative coalition to hold a national referendum on its decision to mine and export uranium or suffer a complete labour ban on all uranium projects.

It demanded that a referendum on this controversial issue be authorized within the next two months. In the meantime a 12-month moratorium would be imposed on new uranium projects.

The Government reacted angrily, rejected the referendum demand and strongly hinted that the unions' declaration could force an early election.

Mr. Doug Anthony, Deputy Prime Minister, who is also

Transportation is finished, British judge told

Canberra, Sept. 15.—Mr. Michael MacKellar, the Australian Immigration Minister, today rejected an English judge's ruling that a Londoner who admitted sabotaging a car belonging to his ex-wife's boyfriend should emigrate to Australia.

In a reference to the shipping of convicts to Australia when it was a British penal colony, Mr. MacKellar told Parliament: "I emphasize that the days of transportation ended in the last century."

Mr. Roy Rossiter, aged 37, admitted last week that he had rammed with the brakes of his car because he was depressed about the failure of his marriage. But the judge accepted a defence recommendation that he go to work on his aunt's Australian farm instead of being sent to jail.

Mr. MacKellar told the House of Representatives: "On the information available to me, I would not be prepared to approve entry.—Reuter.

Concorde high on agenda in Barre visit to Washington

From Our Own Correspondent
Washington, Sept. 15

Further evidence of the French Government's warmer approach to Washington under President Giscard d'Estaing was shown here today when M. Barre, the French Prime Minister, began two days of talks with President Carter and other Administration leaders.

M. Barre, who is the first French Prime Minister to visit the American capital more than 20 years, was subjected to the traditional 19-gun salute when he arrived at the White House.

In his welcoming remarks, Mr. Carter acknowledged the existence of shared problems including the arms race, the price of oil, and continuing high unemployment and inflation. In response, M. Barre said he had no doubt that a basic agreement on objectives would emerge from his message in Washington, which is one of the sometimes approached problems in different ways.

M. Barre took a scheduled Concorde flight to Washington, where Mr. Carter and his advisers are about to decide on landing rights for the supersonic airliner. The French leader will doubtless seek to persuade the Americans to authorize landings at several airports, which is one of the options at present under scrutiny in Washington.

Other topics on the agenda are likely to include the faltering French economy, for which

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Third World report

By Denis Taylor

In spite of criticisms from third world countries that they do not get a fair coverage in the Western press, most developed nations fail to allow their citizens adequate access to information about their own affairs.

In some countries censorship is directly imposed by the authorities. In other places editors may have to judge whether to print for a quiet life or to approach the limits beyond which they risk the banning of their papers. Sometimes the press is vigorous and able to question the wisdom of the government of the state where it is published. The difference between the frank treatment of foreign news and the circumspection about domestic affairs is often striking.

If the local press is curbed, this may to a certain extent be counterbalanced by the availability of imported newspapers. Outside publications which offend the sensitivities of a regime even in a single paragraph may be banned; often this prohibition applies only to individual issues.

Arab and African governments seem particularly sensitive to what is written about them abroad. This reaction may be heightened by the spread of English and French in Africa and the Middle East, and the speed with which newspapers can be sent by air from Europe. The fact that it was then possible to buy *The Sunday Times* in the street in Nairobi on a Sunday morning explained why the authorities were not disposed to allow the free circulation of the paper's editorials on high-level corruption in Kenya in a series of articles two years ago.

Westerners tend to react to the very different state next door, Tanzania, in opposite ways. Either they admire its ideology of African socialism based on self-reliance, or they criticize it as a one-party state. The Tanzanian press is part of the system and as such heavily committed, noticeably in its reporting of white-ruled southern Africa. The press is able to expose corruption and other social and economic shortcomings, but Tanzania's particular socialist role is not questioned in print. Nevertheless, the Dar es Salaam press seems almost the epitome of free speech, except the natives can hold out more than 24 hours without water or without electricity. The area is covered with vicious thorn bushes.

Besides, the local population, all ethnic Somalis, would cooperate fully in the search.—Agence France-Press.

Curbs on access to information

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Ethiopians prisoners of war in their own land

From Laurent Chevard
Addis Ababa, Sept. 15

Ethiopian regular troops captured during the "liberation" of parts of Ethiopia's Ogaden province were shown to foreign journalists today by the eastern Somali Liberation Front. It was the second trip organized in the Ogaden for journalists.

The 190 Ethiopians, prisoners of war in their own country, are held in a fort in this Ogaden town seized on July 27. A red sand track, crissed by American oil prospectors, provides the only land access from the town of Woreda.

All the prisoners were captured around Geladi and

Dudub while in retreat, a Front officer said. Some gave themselves up without resistance. They are now herded into the garrison yard under heavy escort. In olive green or khaki uniform, barefoot or wearing American-made black boots, they sit on the ground, some smoking, under the scorching sun.

Many have beards of several weeks and their fine features, dark big eyes and hooked noses clearly indicate they are from Ethiopia's high plateaus. Their nervous guards forbade journalists to speak to them.

There was no evidence that they were ill-treated, although some coughed frequently. "We feel no hatred towards them. We give them courses of polit-

ical education to rehabilitate them," the officers said.

Asked what their fate would be, and whether the International Red Cross had been contacted, he would only say it was up to the front's central committee in Mogadishu to decide.

At the meantime, the Ethiopians are prisoners with virtually no chance of escaping. Any attempt would be tantamount to suicide or slow death. No one in Ogaden except the natives can hold out more than 24 hours without water or without electricity. The area is covered with vicious thorn bushes.

Besides, the local population, all ethnic Somalis, would cooperate fully in the search.—Agence France-Press.

Zaire President reprieves former minister

Kinshasa, Sept. 15.—President Mobutu today reprieved Mr. Nguzi Karli-Bond, Zaire's former Foreign Minister, sentenced to death for high treason earlier this week, the official Zaire news agency reported.

Life imprisonment was commuted to 10 years. Mr. Nguzi was accused of withholding from the President advance warning about the invasion of Shaba province by soldiers in neighbouring Angola earlier this year.

Several high ranking Zaire officers and civil servants had also been sentenced to death in connection with the invasion, but it is not known whether the sentences have been carried out.—Reuter.

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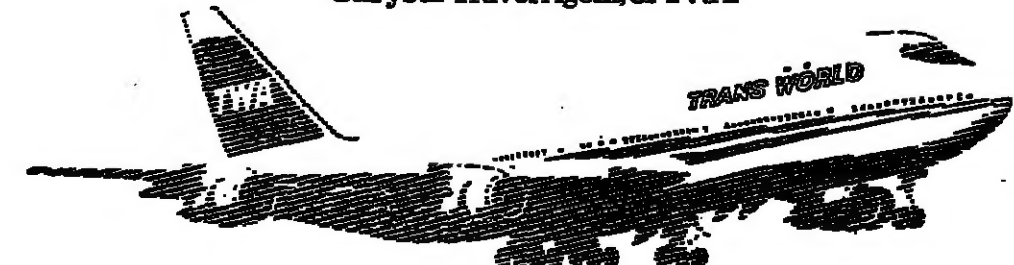
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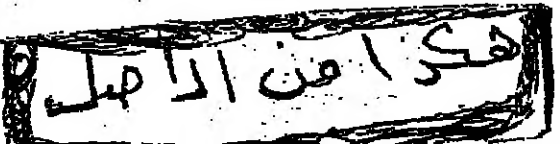
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Guide to productivity in the office: 5

A worm's eye view of the pecking order

by Alan Hamilton

I am an Extremely Unimportant Person at The Times. Any visitor to my work area can see at a glance that I have no status, situated as I am in the undefined middle of a large room with only a regulation desk and chair, with no definable boundaries to my territory, and no desk ornaments save a gluepot and a gaudy yellow ashtray advertising an obscure Italian liqueur, stolen from some forgotten pub countless drinks ago.

Slightly Less Unimportant Persons have desks around the edge, next to a partition which defines at least one side of their territory; it also allows them to stick avant garde postcards in the wall, accumulate important-looking piles of books and paper, and in one particularly fortunate case, decorate an entire wall with pictures of Guy the Gorilla.

There is a yawning gap between the grade and the next, the Quite Important Persons. Hard work, long service, or a kindly patron has brought them that great prize, a window: they inhabit the outer edge of the floor, screened from us rubble by a cordoned sanitarium of partitions, protected from invasion by defensive work

of bookcases and filing cabinets, behind which they may tend their pot plants and give hushed dictation to their secretaries.

Fairly Important Persons rate a work area of their own, enclosed by ceiling-high glass screens, designed like a greenhouse presumably to force their budding talents. Very Important Persons, whose talents have come into full bloom, have solid walls through which the commoners may not peep, and the Extremely Important Person has not only his own office, with solid walls, but curtains on the window. I can see it is going to be a long haul to the top.

Beyond my own little world there are the Persons. From Another Galaxy, who are rumoured to live on the seventh floor in a world of panoramic views, thick-pile carpet, and coffee cups with saucers. I once knew a man whose brother had been there, and he spoke of framed pictures on the wall and china ashtrays, with no advertisements on them.

The man who has made it generally likes people to know he has made it by his comfortable surroundings: it makes his success tangible. The man who has not made it, but would like to, makes people to think he is on the way to making it by having a workplace that is

marginally superior to that of his equals.

The slow trend towards open-plan offices has meant a subtle change of rules in the office status game. Hidden away in his own room or in a room with only a handful of others—his status symbol—he could feel protected by a slight air of mystery about what he actually did. Out in the open, visible from all sides, the worker is naked, unprotected and, like the stripper who removes the last veil, devoid of all mystery.

The number of executives who really need a private office is few, although all will insist that it is a necessity. There are exceptions, as for example in the case of solicitors, but the occasional need for confidentiality in most jobs can be overcome by interview rooms. The main attraction of a private office is that it enables a man to hide; it is difficult to measure his competence when he is shut up in a box.

Private offices can sometimes cause resentment among other staff, as the latter naturally think that the occupant is skulking and making his success tangible. Scandinavians, Germans and Americans are apparently much happier to work in open-plan offices than the English.

Moving from private to

open office means an instant loss of status—and an instant attempt to recapture it. Workers ask for screens, to give them privacy, and large desks to make them look and feel important; if they have screens they might as well forget about the big desk, as no one will be able to see it.

A secretary spends the greater part of her day chained to her tabletop, and the considerate employer will spend more on a decent chair for her than on one for himself. She will then feel a Quite Important Person, and will be less inclined to leave for a job in a furniture shop.

But most secretaries have to put up with a great deal less, and their efforts to provide themselves with a little status become more important, although the question of position seems to bother men more than women. In a large office, the girls will vie to see who has the largest collection of postcards from exotic holiday resorts. If all the others keep their lists of telephone numbers in a top drawer, one will produce a showy desk-top card index. If all the others use the office ballpoints, one will brandish a blatant novelty pen.

But playing with partitions, bigger desks and more luxurious displays of plants is only tinkering with the question. Real status comes

from the intangibles, the things that other workers cannot see, the benefits that allow the employee to sit back in his second-hand utility-model chair, put his feet on his pocket-handkerchief desk with the drawers that will not lock, and wear the smug smile that says: "Well, of course, my desk is of no importance when I have an expense account, a company car, a key to the executive toilet, a subsidised holiday, and a birdie three at the fourteenth when the old man took seven to chip out of the bunker."

Desire for status from the worker's environment can only mean that he is doing a job that is giving him something less than total satisfaction, or that his employer is not sufficiently sensitive to appreciate him as a person, or make him aware of his personal contribution to the organization's output.

Status, in short, should come from the job, and not from where it is done. And it is up to the employer to make the worker appreciate the worth of what he is doing. And if his job is of a particular variety, he should not be doing it.

Although an Extremely Unimportant Person at The Times, I am not quite at the bottom of the ladder. There is a group of untouchables beneath me who have to make their own tea.

LET'S PUT IT THIS WAY — WE'RE BOTH EQUAL BUT I'M MORE EQUAL THAN YOU

Paper chase to nowhere

order, and sat back with a private sigh of admiration. Sir Arnold was so positive. And so rich.

Morris, of marketing, received the memo three weeks later, after it had lain in the bottom of his in-tray under a pile of memos (40 copies to all members of department) about the testing of the fire alarm. He groaned and dispatched memos to all heads of department passing on Sir Arnold's instructions and suggesting the setting up of a committee. The old man's gone potty, he muttered to himself.

Two months later, after Morris had received a number of encouraging memos back, the Paper Abolition Investigation Ad Hoc Committee held its first meeting, and achieved outstanding results; there was unanimous agreement on which staff should receive copies of the minutes. Morris felt he was getting somewhere, even if it was in the wrong direction. Potter of purchasing was particularly helpful. "It's awfully important," he said at a subsequent meeting, that everyone knows what we are doing, and can refer back to our proceedings. And I think Mr Ricketty of records should have a copy of our minutes, for the likes of us, filled in the requisite forms which will be reported in booklet form.

and minutes are circulated to all interested parties. We have produced three reports, and have sent copies to all members of staff above junior temporary filing clerk level."

When he received the memo Sir Arnold exploded, an act which caused Miss Spellworthy both admiration at his dynamism and dismay that any sudden rise in the chairman's blood pressure might prematurely cut off the regular renewals of her wardrobe and jewelry case. "Get that fool Morris in here at once," he bellowed.

The hapless Morris shuffled in. "Glad to know you, old chap," said the chairman affably, momentarily forgetting the purpose of the visit in the pleasure of meeting this employee face to face for the first time. "Tell me, Morris, what's your actual job there? Marketing?"

Morris fumbled and mumbled. "I, er, collate the figures of percentage penetration performance of our major competitors in the South American market, sir. Then I write up a monthly report and send it to you, sir. That's what I do, sir."

Sir Arnold turned such a rubicund hue of ire that Miss Spellworthy discreetly consulted her telephone book for the number of the cardiac arrest unit. "Do you know what are you?" the chairman fumed. "You are nothing but a creature of useless paper. Report? Report? Oh yes; dashed thing. Never read it; load of poppycock."

Throw it in the bin. Rubbish, my boy, expensive rubbish."

"But... but your predecessor requested it specially," stammered the unfortunate Morris. "And I have never received a memorandum instructing me to do so."

Sir Arnold cooled visibly. Of course, it was his own fault entirely. He instantly forgave Morris. "Better find you a new job, what? Write me a memo and tell me what you fancy. Memo? Dash it, man, you've got me at it now. No, no, whatever you do, don't put it in writing. Just come and tell me. You know, face to face and man to man and all that. There's a good chap."

From that moment Sir Arnold took personal responsibility for the abolition of paper. He swept through the office like a tornado, opening filing cabinets and personally throwing their contents away, because none of his subordinates would take responsibility for throwing anything out, in case they got into trouble for it.

Encouraged by Miss Spellworthy, of whom he thought the world, he decided that not all his staff were necessarily crooked or stupid, and abolished all vouchers and order forms for the acquisition of supplies, deciding that if someone did appropriate the occasional pad of paper or typewriter ribbon, its replacement would cost a great deal less than all

continued on page 13

Time for more than lip service in training

by Lynda King Taylor

Mark Twain said "Training is everything... cauliflower is nothing but cabbage with a college education."

Training itself is often defined as an agent of change, the sense that its only purpose is to change levels of knowledge, understanding, skills or attitudes, and sometimes all four at once if one reads the propaganda from the various training institutes.

Training within the office environment is either in-company or external, but still too little is done for lower-office levels. A secretary joins a company and it is assumed that she has received her maximum training before being recruited, whereas a manager is assumed to warrant his career development from the day he joins.

It is sad to speak to office staff who have been with a company, sometimes 10 years, and have received very little training. Just as career structures within offices are limited, so are accompanying training programmes which often start at supervisor level.

Yet there is much evidence that employees offered the opportunity to grow and learn in their jobs are more motivated and productive than their counterparts who have been left out at grass.

The forms and techniques of training vary at different

levels of experience and authority and companies use a variety of approaches depending on the individual concerned.

At a senior level companies like ICI and GEC have used the "cascade" approach in which senior managers learn together, possibly with an external visiting tutor. Subsequently, either individually or in pairs, the senior managers cover the same material with groups of their own subordinates. Not only is the material learnt more thoroughly but at each level it can be related to the local situation.

The building societies and newspaper publishers have used widely a "vertical" or "diagonal" approach involving selected groups. People at different levels within a department or across departments come together to try out their skills. This form of training ought to be preceded by "horizontal" groups in which people of similar level learn and where necessary, make mistakes without incurring risk.

One of the fears that tutors usually have to overcome when supervising training programmes is the self-consciousness of the trainee. All too often individuals are frightened of being exposed for how little they know and withdraw. The use of the "horizontal" approach helps to overcome this.

Another principle is "learn today—use tomorrow". Training must ensure that those who attend can

see clearly an early and practical application. In the Barrow Hepburn Group, the cascade approach has been used jointly with the learn today—use tomorrow principle, and it has been very successful in its trainees.

Here, line managers have sat together with their respective work groups as a tutor, discussing the theory and subsequently resolving the controversies of its practical application within the operation.

It is better to spread a subject across a period, say one day a month, than to concentrate it so much that application follows very much later.

EM training courses are an organization offering courses at all office levels and they are very strict on the learn today—use tomorrow rule. Their courses have been used by a wide selection of companies—from the British Tourist Authority to Caterpillar Tractor from Mac Fisheries to Cyprus Airways.

The first question they ask on courses, whether it be to senior managers, or delegates on their "using the telephone effectively" course is "what have you come for?" and at the completion of the training "identify key tasks that you are going to do differently."

All too often an individual is sent on a course by an enthusiastic personal officer, but when that delegate

returns little changes. He cannot apply what he has learnt in any practical manner, mainly because others had not been subjected to the change programme.

When this happens it can be said that the hoped-for increase in productivity and effectiveness desired after any training does not occur and the individual can be even more frustrated. A training course there is usually increased motivation and a greater awareness on the part of the trainee.

Unless there is a debriefing after the course, when the trainee discusses with his superiors how to put to best use the effort and how to apply the new skills and training in practice, then the programme has been a waste of time.

The Industrial Society in London gears many of its office courses on the learn through doing principle, where training needs to incorporate practical applications on the job itself.

Often those attending these courses, whether external or in-company, find there is participation within the training itself. The delegates contribute to the learning process at each stage rather than only through questions. The society often suggests that after a course the delegate's performance should be evaluated and this provides an opportunity to assess, monitor and extend the training.

All too often the training needs of the individual are

mismatched against the needs of the organization; when this occurs training becomes less than half the employees' aspiration, and more than half the company's disappointment.

Given the earlier provisos there is no doubt that training, when allied to practical application, will lead to increased productivity.

The market is crowded with a variety of training programmes—Pera, BACIE, IPM, BIM, IAM, and various management centres around the country. The in-company training boards alone offer several hundred different types of training. Overall, the range goes from selection testing to negotiating techniques and inter-personal skills.

The universities' provision is more complex with, for example, Brunel offering matrix management and applied creativity workshops and the London Business School featuring the role of the internal consultant, and applications of behavioural science.

TOPS courses, run by the Training Services Agency, supply basic training in business arithmetic, electronic calculators and shorthand. The Work Research Unit brings shop stewards and managers from the same company together to discuss new forms of work organization with emphasis on behaviour rather than technology.

"Training is everything", Twain said... but not in isolation.

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Silicon wafers encourage taste for computers

by Pearce Wright

Not long ago there were occasional lighthearted references along the lines "have you heard about the manufacturer who is expanding into a smaller factory to make microelectronic components?" It occurred as the electronics industry went through the second of its dramatic revolutions which started with the transistor and then moved to the invention of a process for etching on to a postage stamp-sized piece of silicon all the components for the complete circuits necessary for miniature electronic instruments.

There are many reasons to cringe about the slightly pejorative attitude towards microelectronics technology because that sector of industry is overturning some of the most cherished conceptions of its bigger brothers in computer data processing and telecommunications.

For the microelectronics companies have shown how the costs of introducing computers into a business organization can be drastically cut. It is only five or six years ago that the installation of a computer was the symbol of a big commercial enterprise.

Today there is hardly an enterprise too small at least to entertain the idea of improving efficiency or directly raising productivity by using a fully fledged

computer. The equipment concerned would involve the new generation of microcomputers which are sending a shock wave through the computer data processing and office equipment industries.

This new device is not surprisingly an offspring of the microelectronics manufacturers who have developed methods for imprinting the necessary circuits for a programmable computer on to their wafers of silicon.

What this means is that for the saving of the cost of half a man-year of clerical effort, a prospective computer user can obtain a computer system equivalent in power to one that would have cost £20,000 or more five years ago.

Like all such attractive

statements, however, things are not quite as simple as that. To begin with the microcomputer comes from a different stable than the larger computer data processing system provided by established suppliers such as ICL, IBM, Univac, Honeywell, Burroughs and so on. Over the years these companies have devised various methods of programming machines that are available to the customer.

This service is not free, and much of the cost comes from continuing refinements being made by the manufacturer in improving the efficiency of his programming systems. The microcomputer is clearly a long way behind in this service and there is

no clear indication when improvements will be made uniformly across the industry.

Indeed, one of the most eminent computer scientists, Professor Edgar Dijkstra, maintained at a recent international conference that the microprocessor has meant a great leap backwards of 25 years in programming technology.

He was particularly scathing in details he had seen of information distributed by a group in the United States known as the Home Brew Computer Club, most of whose 2,500 members are computer specialists.

This group has started the first part of a network of microcomputers interlinked over the public telecommunications network for exchange-

ing quickly their "home brewed" software packages. One of the pioneers of this movement is Mr. Adam Osborne, from Berkeley, California, whose book, *Introduction to Microcomputers*, blazed the trail for the latest electronic revolution.

Understandably, some of the more conservative experts in computers see the present state of the microcomputer market as bringing near-anarchy to the data processing business. The differences of opinion lie in the fact that the manufacturer of the microelectronic device containing a complete computer processor, is not restricted to the world of data processing for his customers.

The components he makes are going into electronic

controls for cars, telephones, machine tools, washing machines and a whole range of other industrial and domestic equipment.

The range of manufacturers offering microcomputers and ancillary equipment is not yet on the same scale in Britain as in America, but the trend is well advanced: though it seems unlikely that same early enthusiasm will develop in the level of using microcomputers in the home.

Whereas the use of a computer at home was rare even in America three years ago, the current issue of the computer magazine *Datanews* estimates there are now more than 20,000. The proportion for most of these is clearly being done by a computer requires an

understanding of programming skills whatever the machine size, and the existing experienced data processing manager is more likely to see how best to exploit the microcomputer to advantage.

This brief dip into the realm of the "micro" suggests there is a rather chaotic state of affairs prevailing. In fact a degree of order is beginning to emerge through groups like Computer Analysts and Programmers, one of the largest computer software houses that has established a special company, CAP-Microsoft, specializing in the programming of microelectronic devices.

The author is Science Editor, The Times.

The importance of being reduced to pulp

by N. S. Smith and M. J. Davies

The whole commercial world is dependent on paper. Since the introduction of paper-making into Western Europe in the fifteenth century, the material has come to be a basic necessity for almost all businesses.

Think of the multitudinous uses for paper, in all its various forms, in your own organization, then imagine the chaos that would ensue if its production or distribution were to be disrupted. Companies both large and small would suffer, regardless of how advanced their systems. Even computers would be of little use without the continuous stationery on which to print the results of their innumerable calculations.

Why then has paper become such a vital part of commercial life? The prime functions of any office require the handling, processing, recording and storing for future retrieval (either short or long term) of information which effects the organization of which the office is part. Paper fulfils the requirements of all these functions and, to date, no other material has been developed which can offer all its many advantages.

Rapidly rising costs in recent years have required companies to devise and use systems which allow managers and office workers to improve their productivity, so they can handle and process the increasingly increased amounts of information flowing internally and between organizations. Paper, in one or other of its forms, plays a crucial part in almost all such systems.

The complexity and advance of the stationery systems employed by companies vary widely, depending on a number of factors, including in many instances the size of the organization itself. Thus, many smaller companies make use of one or more of the proprietary total package systems designed and produced by the major stationery system suppliers. Examples of the areas which may be covered by such systems are: wages and salaries, purchase ledger, invoicing, sales ledger and so on.

Larger companies may employ one of the several loose-leaf systems which are available, but often they will design for themselves the way in which the system is used.

Larger companies again may completely design their own paper work and stationery systems. Many such companies now have organization and methods departments, whose functions include the investigation of the need for new paperwork systems, and the design of the forms which are required.

Alternatively, the assistance of outside consultants may be sought. The use of a loose-leaf system may not be precluded in some instances, although it is probably more common for forms to be designed and printed for each specific task.

One type of system which is applicable to businesses of all sizes is charting. A wide variety of planners, programmers and charts is produced, which is able to meet most individual needs, whether for production scheduling or recording staff holidays.

No matter whether the stationery system used in an office is a proprietary package or a custom-designed form, it is vital that its use is integrated with that of other systems within the organization. Thus, when deciding on a paperwork system it is important to consider the types of copying which are available, and which type will prove to be most cost-effective. The use of carbon paper interleafed between forms, copiers using the more recently developed pressure-sensitive carbonless papers, ink stencil duplicating, hectographic duplicating and photocopying must all be examined.

In the same way, the movement of paperwork around and through the offices must also be taken into consideration. Careful planning with the aid of flow diagrams can help to eliminate blockages within the system, and the office layout can be designed to give a free progressive work flow. In this area, the assistance of office planning consultants may be required, and such companies may also help in the design and layout of individual work stations in order to make the most efficient use of clerical time.

Another area which must receive careful thought is that of filing. Although the waste-paper basket is considered by many to be the finest filing system of all, it has the limitation that retrieval of the information is difficult on the day that the paper is filed, and normally impossible on the next.

A sound filing system is the backbone of every business, whether large or small, and the efficiency of the system must be judged by the time taken to retrieve a document when required. When considering the choice of filing system, thought must be given to many factors, among them the frequency with which reference will be made to a document, the number of people who may need to refer to it, and the space available for the system.

Only when these various factors have been evaluated, can choices be made, for example, between localized and centralized filing, between suspension and lateral filing, or between current and archival filing, in order to use effectively both space and staff.

Consideration must also be given as to how supplies of the various items of stationery will be obtained. The responsibility for this normally falls on the office manager of the buyer, although in small companies it may be a secretary or even the office junior who ensures that the correct stationery is available when required.

The sources of supply available to a business vary with the buying power of the organization. Buying direct from the manufacturer shows price advantages for the largest consumers, but most medium-sized companies find it preferable to negotiate terms with a major distributor.

Arrangements may cover the supply not only of basic stationery items, but also office furniture and machines. This method of purchasing offers distinct advantages to the buyer, for it ensures a continuity of supply, allows given contract rates to be maintained even if requirements vary from month to month, and provides the services of a trained representative when required.

The authors are on the staff of Ryman.

by Clive Borrell

Few things exercise the human mind more than trying to discover a secret. Children play the secrets game almost from the time they learn to walk. Adults, in one way or another, continue to play it until they are too feeble to care.

To a child, however, a secret is a secret, or as Chambers Twentieth Century Dictionary would have it—"kept back from knowledge of others". Nothing could be simpler or more explicit, until, that is, secrets become a feature in the lives of the so-called more mature members of the species.

Then secrets may be shared, but still kept secret from selected others. In other words, they have to become classified so that some secrets become top secret, while others merely become confidential.

Not surprisingly, secrets, the keeping of them and their discovery, has become a world-wide multi-million pound business. On the international and political level literally thousands of men and women are employed on safeguarding secrets while as many, if not more, are busy trying to find them out.

In industry and commerce the secrets business is no less active. Industrial espionage agents thrive on keeping counter-industrial espionage agents on their toes.

But are many of these so-called secrets really worth protecting? Two distinct forms of secrecy exist in commerce and industry. The first, the protection of trading secrets from competitors, is an obvious precaution in a competitive society. The second is the almost indefensible "industry" of compiling confidential information about one's employees. This has become known as the middle-management disease.

The chairman of a company and the lowliest of office boys probably never give each other a fleeting thought, and certainly do not exercise their minds or wits; their time compiling reports about each other. But the man in the middle, who often does a less productive job than either of

the other two, feels it is necessary that his opinions of various members of his staff should be recorded for... for what?

Does it really help a company to sell nuts and bolts or lollipops to have confidential reports on Joe Bloggs who gambles his wages away or spends more time with his mistress than he does with his wife? If these activities impede the growth or operation of the company surely it would be more expedient and less costly to tell him to concentrate more on his work?

The filing cabinet in the boss's office in many factories and offices has become more of a bogeyman than the boss himself in the eyes of many people.

One man I know became so anxious to discover what the boss thought of him, and so frustrated because he could not find out, that he married the boss's secretary. His plans were foiled, however, because he had overlooked an office rule that two from the same family could not work in the same department. So she was moved to another job.

The ludicrous thing about protecting office trivia and personal files is that everyone knows where they are kept—in the filing cabinet. If it is kept locked the key is often to be found in the boss's desk drawer, which can usually be opened with a kick or a bent pin.

One executive I know, who enjoys penning obituaries of his living staff, confided recently that he had hit on a novel way of protecting his confidential files. He gives his secretary the key to the cabinet every night to take home.

On the other hand some information necessary for the successful trading of a business or organization needs to be classified as secret and protected. Company finances and development plans are an integral part of competitive commerce and need to be safeguarded with the same care as an employer would protect his premises from fire or theft. To be outsmarted by one's competitors because of a leakage of confidential information can prove as disastrous financially as the total loss of one's factory or office by fire.

How then can company secrets be protected? Without expensive gadgetry, locks

Two elementary rules for your firm's security



A security officer has seen something suspicious on a closed-circuit television monitor covering the 30-acre site of Hawker Siddeley Aviation at Kingston and is using the Multitone system to page a patrolman.

and safes, there are two elementary rules to follow.

First, ensure that the staff employed in these sensitive areas are trustworthy and reliable. The war-time slogan "Careless talk costs lives" can be modified to "Careless talk costs jobs". Secretaries need to be more than just efficient shorthand typists and coffee makers. Above these qualities they must be discreet and loyal.

Secretaries are the first target listed for attack in the commercial spy's manual. Many of these people work as freelancers and can earn anything up to £30,000 a year

by discovering and trading secrets with competing firms.

By the simple ploy of chatting up the secretary and developing a relationship with her, many spies can clean a company out of secrets without even having to step inside the office. They need only to find out where she lunches each day, or whether she enjoys a drink in the local pub before going home in the evening, to strike up a casual friendship which ultimately leads to an unguarded indiscretion.

The other basic rule is to involve the company's security officer in protecting information. Often, experi-

enced men, many with long years of previous service with the police, are given the important, but mundane, task of securing the building and its contents, with not a thought given to safeguarding confidential information.

For too long the security officer has been regarded in most offices as a necessary evil, someone who has to be employed if only to keep the insurance companies happy and the premiums down. Greater use of his skills and talents would not only make him a more acceptable member of the staff, but would upgrade his

status within the organization. His function, however, pointless unless he is taken into the confidence of senior management. He does not need to know the company secrets, but he does need to know where they are kept and who is entitled to have access to them and knowledge of them.

In the same way as it is a waste of time having a car and backing oneself, it is a waste of time and money having an expert on the staff if his skill is not used.

The author is Crime Correspondent, The Times.

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The search for that one firm spot

by Eva Roman

About 2,000 years ago, Archimedes said: "Give me but one firm spot on which to stand and I will move the earth". One may well ask: "What has that to do with office productivity?" But before any improvements can be made some firm ground, metaphorically speaking, must be found to stand upon—a place to start building.

So many schemes today begin to crumble because the foundations have proved inadequate. Time spent on these foundations will be repaid many times over. For office productivity to remain cost-effective in today's economic circumstances, in terms of efficiency must be kept at an acceptable level.

Before any thought can be given to change, a thorough study must be made of who at present does what, and why; and above all, of whether communications and human relations are as effective as they should be.

Many companies operate fragmentary systems, each section or department carrying out its own activities, with little or no knowledge or regard for other departments. This often leads to a duplication of effort, materials and equipment.

The trouble is usually rooted in the managements not looking at the problem as a whole—particularly when reorganization is the obvious answer—but tending to try to sort out little areas at a time. This is a mistake which can lead to innumerable problems, since by uncovering and solving one fault, countless others can come to light.

Management can attempt to solve the problems and improve the inefficient wastage by itself but the results of such an attempt are usually mixed. Unless the company employs an O (organization and method) department which takes the human factor into

account, the exercise can be abortive.

For example, the successful sales manager's ability to lead a sales team stems from his personal experience, because he, too, was (and no doubt remains) a first-class salesman, but he has no direct practical experience to fall back on when it comes to encouraging output from secretaries. Most managers are in this position. Does it matter? It certainly does if one is to justify high and rising secretarial costs.

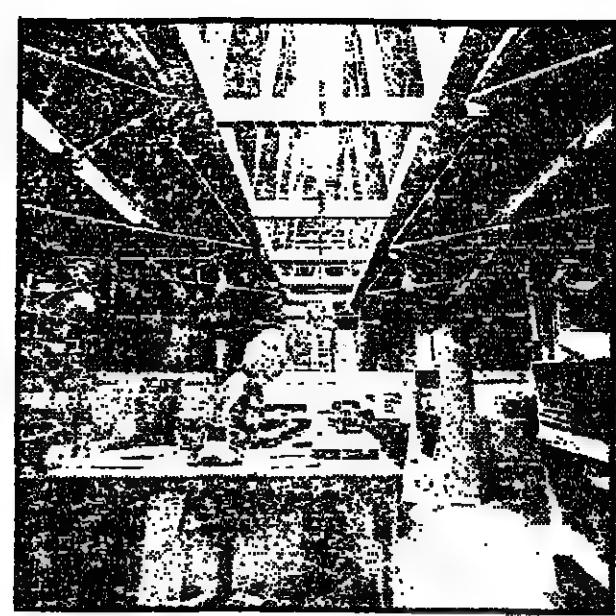
Problems may arise through managers having to share secretarial support with one or more colleagues instead of enjoying the exclusive attention of a personal assistant. Whatever one's reaction to the change, few organizations can still afford the expensive luxury of one secretary for each executive—or, for that matter, ever really needed to.

Consultants can often spot big faults

Consultants are often in a better position to pinpoint any major or minor faults which stop the organization from enjoying a fully operational and cost effective office environment. But management should first make sure that this is an area with which the consultant or specialist is familiar and of which he possesses the right experience.

Having investigated the market for the best possible help, the cost must be established, as it might take a long time to recoup the initial outlay, particularly if the exercise sets up time in lengthy research.

I feel that the specialists called in to work on an improvement scheme should not stay in the company a moment longer than is strictly necessary. It is to



Habitat's Wallingford office is set square in the middle of the warehouse.

the company's advantage to put its own house in order once it has been made aware of its faults and shown how to remedy them.

Staff should be kept informed of proposed investigations and be allowed to contribute to them by regular progress meetings. Otherwise unrest, suspicion and anxiety will cause more upheaval than is necessary. And if outside help is used, it is even more important to establish a good rapport with everyone before the exercise begins. Involvement of all staff in the project is important.

A company director whose door is always open to anyone who wants to talk to him and who knows almost everyone by name is sure to obtain more cooperation from the members of his staff by his attention to the human factor than one who never talks to employees.

Every now and again some new piece of equipment, claimed to cut costs in procedures and therefore

increase productivity, comes on to the market. It will pay little dividend if used in isolation. One should first take a calculated look at one's requirements, then consider these in relation to all the other systems and equipment being used as one integrated group system. Modern equipment and tailored systems are important ingredients of a good mix; equally vital is enlightened and enthusiastic cooperation between secretarial staff and everyone dependent on them.

Good secretaries, typists, clerks and similar staff are always hard to find. When found they are expensive to train and to hold. It is common sense to encourage the best performances from a carefully trimmed complement of selected workers by the provision of "good tools", a congenial working environment and recognition that the quality of their contribution really matters.

Staff working in some departments can feel completely isolated and even be

unwilling to help in another area if the need arises. One often hears people say, "That's not my job", though they are sitting with nothing to do while their colleagues are snowed under with work. This often occurs where secretarial work is concerned and means that the work flow is uneven or possibly that people need to be redeployed to more productive routines.

The most common fault one finds in these watertight departments is overstaffing. In one firm I and my colleagues investigated we found 17 departments employing 17 juniors who all trooped to the post room at 4 pm to deliver letters ready for posting.

Another wasteful area is that of the clerk-typist. Many of these people are supplied with a typewriter which they probably use for only a small part of the working day. In a department employing perhaps five of this grade, it is wasteful to have five electric machines where one would suffice.

The telephone is another source of diminished office productivity. Unattended instruments during certain times of the day could mean loss of customers who lose patience when they experience continual difficulty in getting through to the appropriate people.

I think it is likely that there is scope for improved efficiency at reduced running costs in many organizations that are unaware of the possibilities. Even during the past couple of years of economic stringency, which have seen management redundancies and company after company cutting back on advertising and management training budgets (the standard short-term recipe for economy but long-term recipe for loss of business), so much money has been wasted on inefficient deployment of office staff.

This is the area where economies should be made.

Staff turnover runs at high cost

Margaret Diamond

Office costs have risen to the number one priority with British managers over the past few years. It is easy to see why. You have strikes, or production difficulties, or new material costs and occasional barriers with Price Commission.

When you are operating in a survival economy the inevitable subject of administrative efficiency is to go by the board. It is a time when costs, both large in self-managing corporations and smaller in companies, have become a constant about the office expenditure. A number of factors have masked the effect of efficiencies in the average

Wages control has had a significant impact. The growing unionization of clerical workers has made it more difficult for managers to brace themselves for a good administrative clean-up. The success of computers in effecting substantial administrative savings of varying attention from studying further potential for reducing costs in clerical areas.

Above all, inflation, and the expectation of inflation, has an insidious impact on feelings about rising costs. It makes it more difficult for a manager to work out how much of his increasing office overhead is inevitable because of general rises, and how much could be pruned.

The management consultants, Bader-Hamlyn Fry, estimate that the average British office that has not had a cost-cutting exercise for some years will have an overcapacity level of between a fifth and a third. It is overcapacity rather than wastage because the answer

is not necessarily to cut costs ruthlessly, but to seek ways to improve the product, or service, within the same overall budget.

Staff turnover in clerical areas is high—and increasingly expensive. To recruit an average clerical worker these days is estimated to cost between 15 and 20 per cent of the employee's annual salary. One area of cost elimination, which is also directly related to quality of service, is to be careful in the choice of staff.

The introduction of the Employment Protection Act provides new pitfalls for the unwary employer. Losing good trained staff, or being stuck with useless staff you cannot get rid of, is an expensive business. There is a science developing to aid recruitment and keeping of employees. Job enrichment programmes are part and parcel of any attempts to improve office effectiveness.

At a more basic level, the control of paperwork can lead to tangible savings in expenditure. Most companies operate filing systems on a lavish scale—far more lavish than is necessary. It is estimated that a fifth of office area is taken up in the non-productive process of storing paper. That figure is high in cost terms if one bears in mind that office rents in the City of London average about £15 or £16 a sq ft a year, and can rise to £20 or more.

Paperwork is something to be regarded ruthlessly, according to most management consultants. For a start, the price of paper has more than doubled in the past five years. Many offices indulge in overfilling. They duplicate the same piece of information many times and include it in complicated systems for cross reference. Memorandum-writing is an epidemic in some offices. Ever-lengthening lists of names to whom letters or documents have to be sent for inspection or comment is the most obvious symptom of the disease. People can resent it, when, quite suddenly, their names are removed from these lists. Others hardly notice it, so snowed under are they with paperwork.

The Rank Xerox machine is an innovation which has aided office procedures over

the past decade. It is, however, one of the main factors in enlarging the mountain of paperwork and filing.

It is all too easy for a clerk or secretary to print more copies than necessary—and the extra copies are incorporated into the system.

Copying machines, useful as they are, can be expensive if there are no controls on usage. Some commonsense, if nagging, disciplines can be introduced, such as requiring employees to clock in the number of copies taken and showing where they are going. One Xerox copy costs 5p, but the amount per unit falls as the number of copies increases; but even taking an average of six copies per item the cost works out to nearly 4p a piece.

Those are disciplines that the average office manager can, if he has the will and the incentive, impose on his staff. Sometimes, however, a more thoroughgoing look at office systems by outside consultants is needed to redirect work in more profitable or productive directions.

What do workers think they do all day? Most clerical employees are hard-pressed to say exactly how they fill seven hours a day in the office. It may be easy to point out that there are too many workers for the amount of work available in a day, but work-flows in an office may be heavy at certain peak times of the day or week.

To cut the number of employees in this case would quite clearly be detrimental to the overall effectiveness of the business. Other work stamps or filling envelopes—can be produced during slack periods. This sort of operation does not necessarily cut costs, but it can lead to higher productivity.

The moment of truth for many offices comes when they consider introducing a computer. In order to avoid replacing human chaos with mechanical chaos a review of office systems is a frequent and necessary prelude to computerization. It is not unknown for a company to find that the operations for which it thought it needed a computer could be done on ordinary calculators, once its age-old office procedures had been straightened out.

Paper chase to nowhere

continued from page 11

den, and anyone who wanted to do the circulation list of any reports or minutes had to come and tell Sir Arnold why they thought they should receive them.

"Human contact", rumbled Sir Arnold delightedly to Miss Spellworthy one day. "That's what we want."

Miss Spellworthy gave him an old-fashioned look, but knew what he meant.

Office productivity went up, and costs went down. With so much less paper to deal with, Miss Spellworthy had much more time on her hands, and on Sir Arnold's knee.

His advances became more daring, and he threw caution to the winds; but he failed to notice that with the mountains of reports, minutes and memoranda now vanished from his desk, he could be seen through the partition by Bilton of bought ledger.

Who was feeling resentful and unwanted now that he had no more forms to fill in?

One day Miss Spellworthy arrived for work and was astonished to find a memorandum, smudged and ill-typed, tucked in the dial of her telephone. It read: "My wife has found out everything. You are fired."

A. H.

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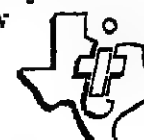
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Shilling International - Business Shows
Exhibition Centre, 11th to 25th October.
Note: Compact 3, Stand Number 374.



The Paris Bourse had one of its February sessions without a hitch.

There is a regrettable tendency conflicting orders of successive

.....

Mr D. Pepus-Whiteley.

1. *Chlorophyll a* and *Chlorophyll b* were determined by the method of Lichtenthaler and Whistler (1973). The total chlorophyll content was determined by the method of Arar and Cook (1980). The carotenoid content was determined by the method of Lichtenthaler and Whistler (1973). The total carotenoid content was determined by the method of Arar and Cook (1980). The total protein content was determined by the method of Lowry et al. (1951). The total lipid content was determined by the method of Bligh and Dyer (1959). The total carbohydrate content was determined by the method of Dubois and Gilles (1950). The total nucleic acid content was determined by the method of Burton (1956). The total ash content was determined by the method of AOAC (1990). The total moisture content was determined by the method of AOAC (1990). The total dry matter content was determined by the method of AOAC (1990). The total organic acid content was determined by the method of AOAC (1990). The total alkaloid content was determined by the method of AOAC (1990). The total saponin content was determined by the method of AOAC (1990). The total tannin content was determined by the method of AOAC (1990). The total flavonoid content was determined by the method of AOAC (1990). The total phenolic content was determined by the method of AOAC (1990). The total terpenoid content was determined by the method of AOAC (1990). The total steroid content was determined by the method of AOAC (1990). The total glycoside content was determined by the method of AOAC (1990). The total alkaloid content was determined by the method of AOAC (1990). The total saponin content was determined by the method of AOAC (1990). The total tannin content was determined by the method of AOAC (1990). The total flavonoid content was determined by the method of AOAC (1990). The total phenolic content was determined by the method of AOAC (1990). The total terpenoid content was determined by the method of AOAC (1990). The total steroid content was determined by the method of AOAC (1990). The total glycoside content was determined by the method of AOAC (1990).

From the General Secretary

The Lord Chief Justice for

From Lord Ruinethall to be assured by the tra

From Mr John Barter

From Mr S. P. Best

From Mr W. P. Willmon Elwell

From Mr Howard Linecar
 Sir With all due respect to

From Mr Derek May

From Mr Tom Baistow

WALTER H. SALOMON,
The Reform Club,
14 Pall Mall, SW1.

of the legal and medical pro
visions attained by strict exam

The furnishings are not complete and nor is the west end where a temporary wooden wall closes a

The Head Master,
Lancing College,
Sussex.
September 9.

TOM BAISTOW,
The Savile Club,
9 Brook Street, W1.

WALTER H. SALOMON,
The Reform Club,
14 Pall Mall, SW1.

The furnishings are not complete and nor is the west end where a temporary wooden wall closes a

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September 9.

TOM BAISTOW,
The Savile Club,
9 Brook Street, W1.



English-speaking Union
Mr Lou D. Hyndman, Minister of Federal and Intergovernmental Affairs and Government House Leader for the Province of Alberta, Canada, was the guest of honour and speaker at a supper party arranged by the English-Speaking Union at Dartmouth House yesterday. Mr John Libby was in the chair.

to fulfil them of a materialist and strait approach... the hope of liberation which, Marxism has helped to develop in the world is in itself "true, good" and "just" should not be allowed to be destroyed by its doubtful service to its method and in the solutions it puts forward which we all know. Lacking an integral and transcendent vision of the world, Marxism gives absolute importance to realities which in fact are partial and proves as a result inadequate to fulfil the hope for a more just and fraternal world.

Looking back, the historical reality of all the socialist regimes shows that, without any possibility of doubt, men are not all equal in them, as they had been given to hope, that men should enjoy equal rights and fundamental liberties of thought, conscience, speech, association, that there should be no class divisions. This only has not disappeared, but has been made worse to the point of building walls and iron curtains, and that the "humanistic" nature of the system for the people.

Above all, the inadequacy of the Marxist hope which pretended to be global, is shown by the fact that the most dramatic human questions, including suffering and death.

"Spring", one of the
House being cleaned on
the water has been con-



Medicine: Induction in maternity units

treated in the National Health Service.

Confirmation of some of these findings has come from a more recent, but smaller, survey carried out by the Peer Stewart while at Nursing School, Glasgow.

Questioning 137 patients before and after labour he found that 20 per cent of cases did not hear of labour until after the birth. While most of these who were induced were glad to end their pregnancy, there was little enthusiasm for the treatment.

Again, a high proportion said it had not been given enough information about the reasons for the induction.

"Medical staff should beware of assuming that because they know how the pregnancy is going to be born the patient will accept it," Dr Stewart says. "The simple matter of deliberately asking patients whether they have any queries will help to clear up any patients' misunderstandings."

By Our Medical Correspondent
British Medical Journal, September 1974

worth in March, 1914, he had been designing for the West End theatre through a quarter of a century. It was in 1914 that he took over as designer, a position that often fixes a production in the memory. Pemberton was not only faithful to his authors and directors; he also gave to his sets an unobtrusive personal distinction.

Often a director and designer will move together in special harmony, and this was so with Frith Banbury and Pemberton. They were approached together on a dozen of the West End programmes of plays by such writers as N. C. Hunter, Robert Bolt, Terence Rattigan, John Wildgoose, Wynyard Browne, and Noel Coward and Noel Stoppard. Some of these Pemberton sets were particularly evocative: the Sussex room with its "look of village and culture" in John Gielgud's *My Darling Clementine*; *The Chalk Garden* (Haymarket, 1956); the dreary North London house (Parlour, Bedroom, Hall) of Acland's *A Dead Secret*, directed by Banbury (Adelphi, 1958); the birthplace living room of *My Darling Cherry* (Haymarket, 1957), with those last moments when the

of glass and steel" above the city in *Marching Song* (St Martin's, 1954), and the medieval Georgian, by the market place in Banbury's production of *The Day After the Fair* (L. 1957).

For his director's responsibility to his audience, among them, those for *The Good Soldier* (Lyric, Hammersmith, 1958), *Hunter's A Touch of the Sun* (Saville, 1958); *Stoppard's The Realist* (St Martin's, 1958); and the *Widows* (Rattigan's *The Widows* B. (New, 1970). He could imagine an ornate Edwardian interior as surely as a dingy newspaper office in the London of *My Darling Cherry*. He was a "little worn and drab" of Giles Cooper's *The Crocodile* (Phoenix, 1962). Apart from his plays, he designed the New York production of *Affie* in 1964, two films, *Red, White and Blue* and *Port Wine*, were them), and such television productions as *Othello* and *August for the People*. In 1969-70 he lectured on design for a year at the University of London. He was married, Margaret, 34, a

Air Vice-Marshal Sir J. Kirk-
 parrick, CB, CBE, DFC, died on
 August 26 at the age of 56.
 Educated at Cheltenham Col-
 lege; and Trinity College, Ox-
 ford, he was a member of the
 University Air Squadron for three
 years before joining the RAF
 in 1933. He served in India with
 an Army Cooperation Squadron
 for two years, becoming 'Per-
 sonnel Officer' at the AOC in
 India. Later he was a Chief In-
 structor at home, and when war
 broke out was at the Head-
 quarters of Fighter Command
 on the air operations staff.
 During the war he was on the
 Directorate of Ground Training,
 and was subsequently Chief In-
 structor to the Cambridge Univer-
 sity Air Squadron.
 From 1941 to 1945 he served
 with Bomber Command, flying
 operationally with No 9 and

No 218 Squadrons, and gained
 the DFC. In 1943 he commanded
 RAF Wyton and from 1943
 1945 was SASO at HQ No 9
 Squadron. He was made a CBE
 in 1945. From 1946 to 1948 he
 was with Transport Command
 as an Instructor at the RAF
 Staff College from 1949 to 1951
 and from 1951 to 1953 was Chief
 Instructor at the RAF Staff Col-
 lege, Andover. He was then
 Imperial Defence College be-
 came Director of Operational Re-
 quirements (A) from 1955 to
 1957, and for one year was
 Chief of Staff to the Second
 Allied Air Force in Germany.
 His final appointment
 was as AOC 25, from 1959
 1961 to 1963, when he retired.
 He married in 1937, Pamela
 Evelyn, daughter of
 Lieutenant-Colonel
 Watson. They had three
 and two daughters.

M. P. D. Honor Tuffan With Farm	A. H. Taylor-Franks Howe Co GS
Coll. J. T. Hunter, Kent Co H. C.	Thompson, City of Leicester
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D. A. Jones, Wirt Co GS W. 1	W. H. Tinsley, Cambridge
Kramer, Underhill Upper S. Rochdale	S. A. Walker - Exhoushore
D. W. Kemp, On Elected GS. Mack	A. Ward, Beauchamp S. Leice-

[illegible]

Population emphasizes

By Penny Symon

The need for better understanding of the factors that influence population growth, and for improved forecasting, is emphasized in the Social Science Research Council's annual report, *Population Growth and Change*. Its most important new commitment last year was research into population studies. A grant of \$550,000 was made to the Centre for Population Studies at the London School of Hygiene and Tropical Medicine.

The report says there had been considerable growth of population, but now the birth rate was falling in Britain and most other developed countries. The reasons for this lie in the distribution of the population

with consequences in increasing requirements for agricultural services, for example, and for housing. The report says that the sum of £75,000 has been allocated for research on population problems in the United Kingdom on health and education policy.

A scheme has been launched to provide advice and practical assistance to those who are engaged in demographic research, needs in which the Council will continue to identify research needs in connection of their day-to-day work. Called the "open-ended research scheme", it will cover education, business and other groups.

Report of the Social Science Research Council, April, 1977, (Number 107, £1.50).

[illegible]

heat pumps
hydrogen from plants
chicken manure car
solar panels and reflectors
computer-test home energy needs
new potential for the coal industry
wave power generators on their own lake
gas and electricity-cutting your bills
do-it-yourself windmills & solar heat systems
sun ray power for outer space vehicles
nuclear plans for fast-breeder reactors
oil-when will we scrape the barrel?
energy-saving kitchens and utensils
inventions and innovations
wood burning stoves
train powered by light
hot rocks

Empire Hall, Olympia, London
September 8-18th 1977

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- energy saving cookery demonstrations
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TWA carries more scheduled passengers across the Atlantic than any other airline.

The following successful candidates for entry to the Royal Navy entered the Britannia Royal Naval College Dartmouth at the start of the autumn term yesterday :

(UCC), Bath Univ. D. G. Carroll,
 Trent Poly. T. C. Churchill, Keele
 Univ. S. P. Curry, Chelmer Inst. of
 Higher Ed. D. L. Culling, Northumbria
 Univ. N. J. Edwards, Nottingham
 Univ. C. P. Gint (UCC), Durham
 Univ. K. S. James (UCC), Exeter
 Univ. C. Combettes (UCC), Exeter
 Univ. D. H. L. MacDonald, Strathclyde
 Univ. F. G. MacNaughton, University
 of Glasgow
 G. M. Massie, Liverpool Univ. P. S.
 Millman, Nottingham Poly. D. L. R.
 Pearce, Pembroke, Cambridge
 Univ. R. J. P. Smith, W. Jones, N.
 Staffs Poly. P. S. Knox, St John's C.
 Durham Univ. N. F. Taylor, Trinity
 Oxford
 P. J. W. Whittemore, Kingston Poly.
 P. J. Wilkinson, St John's C. Oxford

Three of the world's rarest stamps costing altogether more than £40,000 were bought at Stanley Gibbons yesterday by an anonymous American industrialist. They were part of the collection of the Glasgow, on Tuesday, day, totalling £219,750, cent unsold. The top lot, £3,800 for a mid-eighteenth century Dutch marquetry by Jacobus van der

The buyer paid £20,000 for an 1861 Cape of Good Hope "woodblock" one penny, catalogued at £17,500. He also paid £15,000 for a Canadian 1861 one penny, catalogued price of £23,000, and £1,050 for another 1861 "woodblock" ½ pale malty blue Cape of Good Hope stamp. The total sale, with 109 lots, yielded £23,930.

Seaborn's two-day auction at Caribb House, Kilmarnock, near Glasgow, Scotland, began with a fine George III break-front bookcase, valued at £3,500, and a King of Prussia 17,600. Among the other items were a William IV tea urn valued at £1,600, a Smith, London, 1835 £1,500, and an attractive Russian silver-plated decorated with silver enamel, valued at £1,000.

Other items included a silver vase, valued at £1,000, and a set of silver from 1827 to 1834, valued at £1,000.

At Seaborn's, Glasgow, the following items were sold:

- A fine George III break-front bookcase, valued at £3,500, and a King of Prussia 17,600.
- A William IV tea urn, valued at £1,600.
- A Smith, London, 1835 £1,500, and an attractive Russian silver-plated decorated with silver enamel, valued at £1,000.
- A silver vase, valued at £1,000.
- A set of silver from 1827 to 1834, valued at £1,000.

Sackbury, S.
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 J. Chaffin
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 H. Fulkner

[illegible]

Sir Maurice Dean, 71
der Gile, 62; Colonel
Gough, 76; Colonel
Jackson, 88; Mr Ken
80; Lord Justice Mil
Andrew Noble, 73; S
Admiral L. B. C
Baroness Pike, 59; I
Eaton Hastings, 61
Saint, 80.

Miss Gladys May Carr, London, left £42,360 for all her property except the Cancer Research and National Societies Relief.

Other estates included: tax: tax not disclosed; Alton, Mr Alan L. Milton, builder's client; Weall, Mrs Mary P.

Fern, Burnside
 Liverpool C.
 Highway Comp.
 Plymouth S.
 VI Farm C.
 M. J. R.
 A. S. Blink
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 D. J. Bumble
 W. V.

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LAING

MANAGEMENT IN CONSTRUCTION

Money supply shows no more than a marginal rise in month

By John Whitmore

The unexpected news of no more than a marginal increase in the money supply in the banking month to mid-August gave further encouragement to financial markets yesterday and pressure increased last night for a reduction in the Bank of England's minimum lending rate today of as much as a half a per cent.

A virtually unchanged figure for sterling, the broad-based measure of the money supply, in August had not been widely expected. Although markets had been looking for the money stock to have grown by anything like the rate of the banking system's eligible liabilities figures for these, published last week, had shown a 1.6 per cent growth in August—the general feeling had been that sterling M3 had probably risen by about 2 per cent.

The authorities were quick to stress yesterday that not too much should be read into a single month's figures. They pointed out that the Government's borrowing requirements had been erratically low during the period while the sale of gilt-edged stock had been particularly high.

One immediate effect of one of the most significant moves in the money market was the fall in the rate of growth of the money stock to 1.6 per cent.

This will leave the Govern-

ment greater room for manoeuvre in the money market. It is certainly, the public sector contribution to monetary expansion—negative over the last couple of months—should start to become very much more positive later in the year.

The big unknown at this stage, however, must be the likely trend in bank lending to the private sector. This saw its largest growth so far this financial year last month, at £296m.

Despite consistent comments from many banks that lending remains fairly flat, sterling lending to the private sector has in fact grown by more than £1,400m in the first five months of this year, equivalent to an annualized rate of growth of some 16 per cent.

Were the growth maintained, the money supply situation towards the end of the year may look very much tighter than it does at present.

There seems little danger, however, of the Government having any problems with this year's domestic credit expansion ceiling of £7,700m. Domestic credit contracted again last month and the annualized rate of increase now stands at 2.34 per cent.

The possibility of a further cut in MLR today hinges on the outcome of the weekly Treasury bill tender. But with Treasury bills trading at a rate of 51 per cent late yesterday, MLR seems set to come down from 61 per cent to at least 61 per cent and possibly as low as 6 per cent.

Financial Editor, page 19

MONEY SUPPLY

The following are the figures released for the monthly amount of the money stock, seasonally adjusted at the mid-month make-up date. M3 is now taken as sterling M3.

	M1	M2	M3	Per cent change over 3 months at annual rate
July 1976	17.9	38.4	12.3	13.2
Aug	18.0	38.9	12.3	16.9
Sept	18.5	39.6	11.4	20.2
Oct	18.2	40.1	6.9	18.1
Nov	18.3	40.5	6.6	17.0
Dec	18.7	40.4	3.9	8.8
Jan 1977	18.5	39.7	3.1	-3.4
Feb	18.5	39.3	3.5	-11.6
Mar	18.5	39.3	3.5	-10.1
Apr	19.2	40.2	19.7	6.2
May	19.2	40.5	17.0	13.1
June	19.6	40.9	26.0	16.7
July	20.0	41.4	19.5	12.0
Aug	20.2	41.4	22.0	9.5

Monthly change in sterling M3 and domestic credit expansion in 1976

External Non-Domestic

Banking M3 M1 M2 M3

May +238 -73 +231 +396

June +402 +164 +258 +822

July +522 -965 +158 -285

Aug +522 -965 +158 -285

CUMULATIVE TOTAL FOR 1976

Banking M3 M1 M2 M3

May +238 -73 +231 +396

June +402 +164 +258 +822

July +522 -965 +158 -285

Aug +522 -965 +158 -285

Growth limits

Banking M3 M1 M2 M3

May +238 -73 +231 +396

June +402 +164 +258 +822

July +522 -965 +158 -285

Aug +522 -965 +158 -285

Domestic credit expansion

May +238 -73 +231 +396

June +402 +164 +258 +822

July +522 -965 +158 -285

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Domestic credit expansion

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Further cuts feared as steel demand stays low

By Peter Hill

Britain's steel industry faces further cuts in production in the next few months as a result of the low levels of demand in the United Kingdom and overseas.

Latest production figures issued jointly by the British Steel Corporation and the British Independent Steel Producers' Association provided a further indication of the recession which has gripped the industry and which shows no sign of disappearing.

United Kingdom production last month averaged 371,900 tonnes a week and showed little change from either the July figure or from the levels of August last year.

Output last month was affected by annual holidays and the joint statement noted that production was restricted at BSC and private sector plants in Sheffield and Wales and at BSC works in Scotland.

Average weekly production actually showed a small rise in August compared with July although it was substantially down on a seasonally adjusted basis. But the August output levels were well down on the production achieved in January when output amounted to 443,900 tonnes on a weekly average basis.

Over the first eight months of this year United Kingdom production amounted to an average of 397,700 tonnes, which represented a 6.5 per cent drop on the levels achieved in the corresponding period of last year.

But industry experts see no early signs of any significant improvement. Although some destocking has occurred in the second quarter of this year it has only been on a limited basis.

For the steel state underlining the pessimistic view, particularly worrying, BSC executives have already said that losses in the current financial year could be £100m on the most optimistic assessment and could be higher than the £255m loss recorded by the corporation two years ago.

B P continue search for oilfield boundary

British Petroleum has completed a well to discover the south-western boundary of an oilfield it discovered in block 712 of the Norwegian North Sea last summer.

The appraisal well produced only water, but the company is still confident that the reservoir is extremely promising and could turn out to be a substantial commercial find.

The exploration rig, Norwikk, has now been moved to drill a well on the south-eastern edge

CBI studies time lag in investment

By Our Industrial Editor

Information to be published shortly by the Confederation of British Industry will suggest there is an average lag of up to 12 months between boardroom approval of investment projects and the mid-point of actual expenditure.

If this is correct, a significant boom in investment can be expected early next year, then developing strongly in the following months. This is because in July companies monitored by the CBI under its industrial trends survey strongly indicated a rise in board authorizations producing an increase in capital investment in manufacturing between 1977 and 1978 of up to 20 per cent.

A surge in investment is long overdue and this year, early expectations of an increase have been progressively cut back. Mr John Methven, CBI director general, admitted earlier this month that industrialists' capital expenditure was still far too low, although his advisers believe the existence of surplus capacity has been an important restraining factor whatever the optimism generated by various economic indicators.

The CBI has just completed a special study of its trends survey to gain greater insight into how companies put forward their plans and answer questions. One of the checks was to see whether respondents were wrongly including as authorizations

investment that was, in fact, just coming on stream.

Mr Richard Price, the CBI's forecast expert, says: "In the event, rather more than eight out of ten respondents to the enquiry indicated that authorization was defined as 'board approval of expenditure'."

Information to be released shortly points to an average 12 month lag to the point of actual spending which is measured by Government statistics for fixed manufacturing investment.

This is not far out of line with the view, based on CBI staff's examination of the relationship between investment intentions and the Government's out-turn statistics.

Ford workers object to Belgian switch

Ford workers at Dagenham are objecting to a company plan to ship components to a Belgian plant which will then produce right-hand drive Corinas for the United Kingdom market.

Shop stewards say that, even if the move is made at Dagenham if the facilities were used to capacity.

Ford proposes to import 100 Corinas a day from Belgium and 30 a day from Cork, stating next month, to help to meet the backlog of orders for the model. There is a 4-5 months waiting list for the car.

Shop stewards said they were writing to Mr Varley, Secretary of State for Industry, claiming that Ford's decision posed a

threat to the balance of payments and was against the national interest.

The company said yesterday that the import of Corinas was a temporary measure and would not have been necessary had workers' "restrictive practices" not held back the full use of Dagenham capacity. The plant is producing 950 cars a day against planned output of 1,100.

Workers were asking for a Sunday shift, but absenteeism on the Saturday shift was already up to 30 per cent. Further weekend working, at overtime rates, could result in greater absenteeism during weekdays.

Wealth tax 'risk to jobs in small companies'

The Confederation of British Industry today renews its attack on the idea of a wealth tax.

In a booklet published today, the confederation argues that the tax would put jobs in small companies at risk. The tax would also be unfair, it argues, because Britain already has extremely high taxes on wealth.

Although the booklet expresses root-and-branch opposition to the whole concept of a wealth tax, it also picks out for particular criticism special features of the TUC/Labour Party scheme.

It attacks the proposal that the rate should be set at 5 per

cent, arguing that even those countries which do apply the tax keep the rate below 1 per cent. It also stresses its belief that "productive assets", which would include most importantly private businesses, should be excluded from the assessed wealth of a taxpayer.

The CBI argues that a wealth tax would choke the growth of small companies by forcing their owners to raise money out to meet tax bills. It also says that those with wealth rather than income are already heavily taxed.

Wealth tax—the industry view (CBI Print and Publications Department, 21 Tottill Street, SW1. Price £1.)

Machine tool expansion on Merseyside

By R. W. Shakespeare

Cross International, the automated machine tool group, has announced plans to double the size of its Merseyside plant by the middle of next year.

Cross, a supplier of manufacturing systems to the motor and allied industries, already has an investment of more than £5m in the plant at Knowsley, near Liverpool. The development plans aim at giving the complex a £10m a year output by mid-1978 and the labour force will be increased from 250 to 500.

This is the second expansion of the American-owned plant since it opened in 1969.

Mr M. Bright, Cross International's managing director in Britain, believes it will be possible to find and train the labour he needs on Merseyside.

The expansion will generate another 200 or more jobs in supplying organizations.

Private housing demand improves, survey says

By John Huxley

An encouraging increase in the demand for private housing is suggested by the results of the latest state-of-trade inquiry by the House-Builders Federation.

More than a third of respondents reported that, allowing for seasonal fluctuations, demand had improved since April, especially in the North-west and South Wales. Half believed there had been no change.

The survey indicates that while mortgages have become more readily available, demand for new housing is still primarily limited by the prevailing economic conditions. And companies operating in many parts of England reported their first-time buyers

were finding it increasingly difficult to save deposits.

Of factors limiting the supply of new housing, the survey discloses that the lack of building land at suitable prices has become more serious, particularly in London and the southern regions.

However, the most serious restraint is reported to be inadequate profit margins. More than 75 per cent of respondents thought this to be of major importance.

Despite the emergence of labour shortages in some skills—which some respondents thought could become serious should there be a further improvement in demand—the survey disclosed that 40 per cent of companies expect to have fewer employees by the end of this year.

Reducing building failures

The Building Research Establishment (BRE) is expanding projects designed to help to reduce building failures. This is despite public expenditure cuts which require it to reduce staff by 10 per cent before April next year.

In his introduction to the establishment's annual report, Mr James Dick, the director, writes: "Building failures in recent years have caused much concern within the industry, as the Department of the Environment and to the public."

"Many have resulted in costly remedial measures; some have, and others may well have, caused deaths."

The establishment's new Building Integrity Division—set up during 1976—will act as a focus for research and related activities to eliminate or reduce failures likely to affect safety or cause loss of life or replacement costs.

Mr Dick says: "It will seek positively to assess possible risk areas in both new construction and existing buildings. The division will be concerned particularly with investigation and assessment of the desirable balance between economy and risk."

"Building Research Establishment 1976; available from HMSO, price £3."

Slowdown forecast for exports

By David Blake

Britain's exporters expect the volume of their sales abroad to go up by 5 per cent during the second half of this year, but they are now reconciled to a slow-down in the first three months of 1978.

The latest short-term export prospects survey of the Department of Trade shows a slightly more buoyant picture than that presented by the last survey, published in June. However, major companies have not revised their forecasts upwards.

The survey is relatively modest, and so far only a few companies have been systematically over-optimistic about the likely increase in the volume of their exports, so that the actual output may be worse than the growth forecast.

By the year to the end of June, for example, companies predicted that their exports would grow by 10 per cent in volume, whereas the actual growth was only 7½ per cent.

There may also be some element of hoping for compensation for a previous failure to live up to hopes of export volume, although the actual value was predicted quite well because prices rose more than expected.

Exporters have now revised downwards their export volume forecasts, but the amount of prices will go up.

The forecast slow-down in early 1978 will provide ammunition for those worried about loss of competitiveness through the strength of sterling.

LETTERS TO THE EDITOR

More on the Peruvian Corporation

From Mr Robert Morrison

Sir, It was George Orwell who first drew to my attention that those governments which act with the least justice are those which are the keenest to have history record that what they do is lawful. It is significant

injustice in the affair of Peruvian Corporation, should so strongly claim that what they have done is correct in terms of law.

Ambassador Montagne has indicated respect for fair play. In that sense I make the following suggestion to him.

Let the issue of the Peruvian Corporation and the Peruvian Government be debated before an independent arbitrator on the basis of fair pay or common justice.

If the arbitrator should find for the Peruvian Corporation, the Peruvian Claims Committee will dissolve itself.

Also in the interests of continuing fair play, let me state the aim of the Peruvian Claims Committee. Until such time as the Peruvian Government will pay just compensation for the assets of the Peruvian Corporation, the Peruvian Claims Committee will take every opportunity to draw to the attention of international banks and investors everywhere the risks which attach to investment in Peru, so that they may more accurately judge the role of interest appropriate to the risk.

ROBERT MORRISON, Peruvian Claims Committee, 91 Moorgate, London EC2M 6SJ.

From Mr P. C. D'Arcy Biss

Sir, I hope I am not too late to comment on the Peruvian Ambassador's letter in Business News (September 5), but it is

apparent that Mr Robert Morrison of falling short of the customary British standard of "fair play". This is perhaps the pot calling the kettle black.

The procedure in Peru required the government to have the assets of the corporation valued, and for the valuation figure to be the reserve price at which the assets would be sold.

The Peruvian Government appointed a valuer, who came up with a price which was sufficient to satisfy the claims of the Peruvian Government and others, and leave a reasonable sum for the shareholders in the corporation, which would have made them happy.

The Peruvian Government apparently thought the figure too high, so it appointed a second valuer who produced a substantially lower valuation than the first. The Peruvian Government's claims by left nothing for the shareholders. This was used by the government for purposes of the auction, resulting in the assets being "given away" to the government.

To repudiate its value, appointed by it, and obtain instead a new valuation, more completely low, it is hardly "fair play" certainly not up to any British standard.

My narrative is necessarily condensed and I am not seeking in this letter to debate the other points in the ambassador's letter, since these have been debated in your columns previously, without agreement as to facts or conclusions.

The point in this letter has been raised in your columns previously, but the ambassador has never given an answer. P. C. D'ARCY BISS, Chairman, The Peruvian Corporation

British enterprise

From Mr Duncan J. Woolard

Sir, You report that BIF have launched Spur to improve industrial performance, in Sir Derek Ezra's words: "... stimulus, incentive, urgency, encouragement to press forward and win distinction through achievement."

We, a manufacturing country, have over 1.5 million unemployed, industry is not working to capacity, and yet your columns daily advertise vacancies for "secretaries" at salaries between £3,000 and £5,000 per annum.

Thus, after a few weeks' training, these "professionals" can jump on to the bandwagon and keep moving in a sellers' market; management will, apparently, pay any price to "keep up with the Joneses" (and see if they can spell or type later).

The Americans, well-known for their urgency and enterprise, make do with hand-written replies on photocopies, thus saving time, staff and money; the surplus goes back into production.

An unemployed, qualified engineer of many years' standing there is more Spur for me to remain as a typist than to re-enter industry in my profession.

Yours faithfully, DUNCAN J. WOOLARD, 23 The Middings, Sevenoaks, Kent.

Car rumbles

From Mr A. G. Shillcross

Sir, The comments by SMMT and British Leyland on the large slice of our domestic market now taken by imported cars (September 7) seem to imply that inability to fill their distributors' showrooms is the only factor of consequence.

Can they not see the writing on the wall, and is there no prophet Daniel to tell the entire country who will translate for them and their employees that it still means "You have been weighed in the balance and found wanting"?

Do they not know that deeply bought experience has forced many of us to view the purchase of a modern British car as a very shabby game indeed in which the manufacturer plays with loaded dice? And is it not evident by now that many of us, increasingly disenchanted with the industry's standards of workmanship and service and concerned to have to turn our hopes elsewhere?

Let the industry, from shop floor to top management, but look truth in the face and then demonstrate that the customer and his assistance have again become top priority—and the import statistics will in their turn quickly show that support is not lacking when it is deserved.

Yours faithfully, A. G. SHILLCROSS, Chartered Engineer, 10 Windmill Road, St. Leonards-on-Sea, East Sussex, TN38 9BY, September 7.

Interpreting trade statistics

From Mr Vincent Cable

Sir, It is a pity that Lord Kaldor (September 12) has not been able to read the full version of the *Economic Trends* article "Home and Export Performance of United Kingdom Industries", whose Civil Service authors he accuses of "as economic bowler".

His criticism states that its objective is to construct indicators at industry level. Its authors do not spell out the full implications of their work but, if there are any, they relate primarily to arguments about overall levels of output and employment.

It is also more relevant to immediate policy questions since most of the protectionist running is now being made by specific industrial lobbies (for example, textiles) which claim that unemployment is being "caused" by growing "import penetration" of their particular sector.

This they seek to counter by selective import controls which are quite unrelated to measures designed to raise aggregate demand.

The *Economic Trends* article helps to illustrate some of the more obvious errors that follow from a disingenuous use of import penetration statistics.

From a consideration of "import penetration" alone would lead one to suppose that important sectors such as chemicals, mechanical, electrical and electrical engineering, and textiles, are in such dire straits that they require government intervention to justify emergency protection. However, export-to-sales ratios are keeping pace (or more).

Various interpretations can be placed on figures even at that level of aggregation, but the government statisticians are to be congratulated on trying to provide a more solid statistical basis for discussion the trade performance of specific industries.

VINCENT CABLE, Overseas Development Institute, 10-11 Percy Street, London W1P 0JB.

Braithwaite & Co. Engineers Limited

Bridge and Constructional Engineers
Pressed Steel Tank Manufacturers

Extracts from the statement of Mr J. A. Humphreys (Chairman)

- A record profit of £1,923,869 represents an increase of 167% over last year's £721,194.
- Greater Sales efforts overseas and improved capacity in our Works increased exports by 81% by overcoming intense competition and satisfying demands for quick deliveries.
- Although we will benefit from increases in our exports and improvements in our Works, we face an imbalance in our order book and expansion cannot be expected to continue at the present rate.
- Dividend is maximum currently allowed and Shareholders' equity increased by a one for one Scrip issue.
- A Profit Sharing scheme for employees, linked to trading profits and productivity, is proposed.

	1977	1976
Turnover	£13,006,000	£9,621,000
Profit before tax	1,923,869	721,194
Profit after tax	915,369	397,194
Earnings per share	67.2p	28.8p
Dividend	7.63p	6.93p

The Secretary, Braithwaite & Co. Engineers Limited,
69 Church Rd., Gt. Bookham, Leatherhead, Surrey KT23 3JL.

The Great Northern Telegraph Company Limited

Interim Statement for the first half of 1977 for The Great Northern Telegraph Company Limited of Denmark.

The turnover recorded by The Great Northern Group of Companies for the first half of the year was unchanged compared with the first half of 1976 thereby reflecting the recession in Denmark and elsewhere and the results of the Group for the first half of 1977 failed to reach the level of last year.

A small rise in turnover is expected in the second half of the year but despite this development it is foreseen that ordinary results for the whole of 1977 will be lower than for 1976.

However extraordinary receipts are expected to bring net results up to the 1976 level.

Panel's task is 'fair' pricing system

In brief

Mr Charles Williams, chairman of the Price Commission, who was in Glasgow yesterday explaining to the Scottish Office of the CBI and to the Scottish TUC the wider powers given to the new commission to ensure fair prices from small as well as large companies, told a press conference that the commission was "not there to bankrupt companies."

He said that he had found an opinion in the CBI that the consumer was being favoured at the expense of the industrialist. That was not so. Their job in the public interest was to ensure that the pricing system was fair.

He revealed that they had a "flying squad" of 20 investigators—preferred to call them specialists—who, with members, management consultants, economists and accountants would be seconded to their 15 regional offices to process any investigation into a complaint that should arise.

The main task for the new Price Commission would be in the market place, and he wanted the public to help the commission in its work and to know what powers it had.

He said it was not part of the work of the commission to punish more people out of work in Scotland.

Cut in air cargo rates to Lagos
Reductions in scheduled cargo rates of up to £1 per kilo are to be introduced on the

Patents news
The German company, Weser AG, openly acknowledges, in a new British Patent BP1 473 477, that there are very real risks in using nuclear power sources in ships.

First and foremost is the problem of what happens if the vessel is involved in a collision, and Weser suggests that even after ten years' research no one has yet devised a housing for nuclear fuel which is safe against enemy whistlers.

The answer they suggest is not to install bigger and better buffers to absorb the load of a collision, but to modify the ship so that any ram from the side is diverted away from the nuclear core.

To achieve this, the nuclear fuel is housed in a square, protective shell, with its corners

skew across the ship. Any ramming force square on to the side thus inevitably hits a corner of the shell and is deflected off, to damage less important areas of the ship. In this way, whatever else is damaged the nuclear fuel shielding stays intact.

Updated golf tees
By coincidence, an entirely different and domestic invention just patented from an

United States, relies on an essentially similar principle.

In BP1 472 691, David Money Bondu, senior, of Miami, Florida, protects not nuclear warheads, but golf tees from damage, by careful angling of their position in use.

The aim is to ensure that

even if a golfer hits his tee it will neither upset the drive, break the tee, nor send it off into the distance with the ball.

All that is necessary, claims the inventor, is to make the tees of plastics and hollow, so that it is fairly resilient, and angle the top on which the ball rests at 45 degrees to the stem, and not at a right angle as is usual.

Thus, for a golf ball to balance on the top of the tee, the tee must be driven into the ground at an angle of 45 degrees.

It follows that if a golfer hits the tee whilst driving off, he will inevitably strike it a glancing blow, do little damage, and not displace the tee from the ground.

Adrian Hope

SCHRODERS LIMITED

INTERIM STATEMENT

The Directors of Schroders Limited have declared an interim dividend for the year ending 31st December, 1977 of 3p per share on the Ordinary Shares of £1 each (fully paid). This dividend is the same as the interim dividend declared in respect of the year ended 31st December, 1976.

The Directors have also declared a supplementary interim dividend for the year ending 31st December, 1977 of 0.1114p per share on such shares. For the purposes of the current counter-inflation legislation this supplementary interim dividend is accepted by H.M. Treasury as relating to the year ended 31st December, 1976, for which year an additional maximum dividend of that amount would otherwise have been permitted following the reduction in the rate of advance corporation tax effected by the Finance Act 1977.

Both dividends will be payable on 3rd November, 1977 to shareholders whose names appear in the Register of Members of the Company as at 6th October, 1977.

The profits of the Schroder Group for the first six months of 1977 were higher than those achieved during the corresponding period in 1976.

120 Cheapside, London EC2V 6DS. 15th September, 1977.

This advertisement is issued in compliance with the requirements of the Council of The Stock Exchange. It does not constitute an invitation to the public to subscribe for or to purchase any shares.

MALAYALAM PLANTATIONS (HOLDINGS) LIMITED

(Registered in England No. 1328834)

Authorised	Issued and fully paid
£2,718,031.50	£2,718,031.50

All the issued shares of 10p each have been admitted to the Official List by the Council of The Stock Exchange. The Company was formed to effect a Scheme of Reorganisation whereby Malayalam Plantations Limited became a wholly owned subsidiary of the Company.

Particulars of the Company have been circulated in the services of Extra Statistical Services Limited and copies of such particulars may be obtained during usual business hours on any weekday (Saturday excepted) up to and including 30th September, 1977 from:-

de Zoete and Bevan
25 Finsbury Circus, London EC2M 7EE
and The Stock Exchange

Handwritten signature in Arabic script.

BY THE FINANCIAL EDITOR

An unrepeatable performance

Have the monetary authorities been overdoing their great summer sale of gilts? Are they in danger of squeezing the money supply excessively? Or are the money supply figures for the August banking month simply freakish?

The best answer is, perhaps, that the absence of money supply growth in August, at least in sterling M3 terms, is unlikely to be repeated. First, the central government's borrowing requirement during the period was erratically low. Second, gross gilt sales, totalling some £1,600m, were abnormally high as the strength of sterling (or weakness of the dollar) broke the developing log jam in government funding and the authorities opted to swim with the fast running current.

The authorities' decision to take full advantage of their good fortune was almost certainly taken for three reasons—the fact that money supply growth in July had been on the high side despite the receipt of the first tranche of the SP sale proceeds; the knowledge that the public sector contribution to money supply growth would be greater later in the year when funding might be harder; and the difficulty in knowing precisely how hot money inflows were likely to affect the monetary aggregates.

As I said yesterday, the Bank's Quarterly Bulletin suggested that the authorities are not as apprehensive about money supply control in the face of overseas inflows as some people. None the less, the authorities do have a problem in the short-term monitoring of the effect of these inflows. This in itself must make monetary management that much more difficult.

It is moreover, difficult to see how the authorities can be entirely happy about the quantity of speculative overseas money that is reported to have applied for the latest round of gilt offering. The previous long gilt offering was followed by a period of indigestion as speculators started to move that a sale meant. The key question now is how much longer the institutions are going to be there and ready to relieve such situations in future.

Booker McConnell

The strategy is still unclear

Having lost its Guyana sugar interests, Booker McConnell has now transformed itself from being an international trader to a group which in the first half of 1977 produced 80 per cent of its earnings in the United Kingdom. The diversified acquisition of the Kinloch Food distribution business, contributed nearly £1m, pre-interest, but the major part of the 47 per cent profit growth to £9.8m came from original activities.

Thus the "balance" which chairman Sir George Bishop sees as the guiding force behind the direction of the group was going to be heavily disturbed.

Meanwhile it is likely that the proceeds of the nationalization loan notes from



● Croda's reputation as a growth stock is difficult to maintain, and it paid the price yesterday when interim profits, while 16 per cent up, turned out to be £1m down on market hopes. So estimates for the year were revised to around £17m, indicating a mere 12 per cent increase on last year.

This is a far cry from the heady days of 1973 and 1974 when growth ran at 97 per cent and 77 per cent respectively, and Sir Frederick Wood, the chairman, (above) explains that the overall trading picture was dull throughout the first half with nil growth in volume sales in the second half of last year.

Much of Croda's growth has come from making acquisitions and then turning them round. That acquisition programme is still ticking over with the latest, Kimpton Brothers, likely to contribute about £800,000 this year.

Meanwhile the existing trading mix, apart from some growth still to come from Midland Yorkshire which was bought in 1975, is not exciting, though overseas sales are being held at about 45 per cent of the total and a significant new initiative in the United States is a longer-range possibility.

There is nothing at the moment, then, to make the shares at 57p, down 3p yesterday, on a prospective yield of 4.8 per cent and selling at around nine times earnings, attractive.

Kenneth Owen discusses recent proposals for harnessing the estuary's tidal forces

More power to supporters of a Severn barrage

Of the various alternative sources of energy considered by the Commons Select Committee on Science and Technology in its reports published earlier this week, the harnessing of tidal power through a barrage across the estuary of the Severn is likely to prove the most controversial.

At its simplest it appears to be a blunt, all-or-nothing choice. Should we try to make the most of an inexhaustible source of power, in what is perhaps the most suitable place for a tidal power scheme anywhere in the world?

Or should we refuse to take the risks of embarking on a large, expensive project (three or four full-time governments may have come and gone during its design and construction) whose consequences we cannot immediately be justified in electricity generation alone?

The Government is not yet ready to make a choice and the choice itself is not that simple. Many factors other than electricity generation are involved, but have not yet been assessed: the various barrage proposals have not been fully compared; and looking in government laboratory are two new barrage techniques which could upset everybody's calculations, anyway.

But, in study the feasibility of a Severn scheme, says Mr Arthur Palmer, MP, chairman of the select committee, who has a local interest as Labour MP for Bristol North-East, would be worth every penny of the £4m or £5m the study would cost.

Mr Wedgwood Benn, the Secretary of State for Energy, also has a local interest, as MP for Bristol South-East. Last week he held a day of "informal talks" about the barrage at Bristol University.

On that occasion, the view was virtually unanimous—from representatives of local industry, political, trade union, governmental and even environ-

mental groups—that, at this stage, to move forward to a full feasibility study was highly desirable.

Industrial interest in the barrage has already crystallized into two main consortia, each with a link to university expertise. Both have made detailed proposals for feasibility studies.

The Severn Barrage Group consists of VARD, Charles Hawell & Partners, Ruxburgh Dinard & Partners, Sir Robert McAlpine & Sons, the National Engineering Laboratory, Martin & Vortices Associates, David Mappin (Offshore) Management and Dr Tom Shaw, of Bristol University.

Professor Eric Wilson, of Salford University, is associated with the other main organization, the Tidal Energy Engineering Group. This is led by Engineering & Power Development Consultants, which has an associated Canadian company, Tidal Power Consultants, and which has been given a licence by the Secretary of State for Energy to study the barrage at Cardiff and

A number of other consulting engineers also made proposals to the select committee.

The simplest Severn scheme would be a single-basin cross-

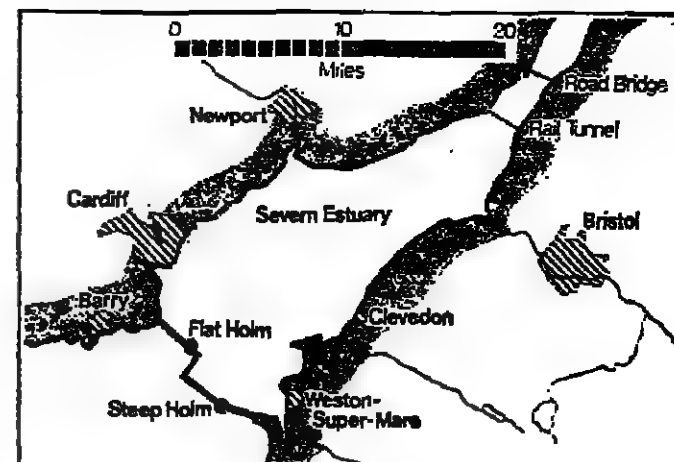
ing the estuary (possibly between points near Cardiff and

Weston-super-Mare) and containing sluices, turbines and navigation locks. The sluices would let the water through on the rising tide; the turbines would generate electricity on the ebb tide; and the locks would enable ships to pass through to and from the upstream ports which, because of the barrage, would have improved deep-water access.

Variations on this theme could include power generation on both the ebb and flood tides, a secondary basin and possibly pumping to provide storage and a more flexible supply of electricity.

Among the proposals made to the select committee were a double-basin design by Di Shaw with an emphasis on pumped storage; and a smaller, two-basin arrangement by W. S. Atkins & Partners, which includes the reclamation of land for commerce and industry.

Meanwhile, Mr Robert Russell, director of the Government's Hydraulics Research Station at Wallingford, injected two new ideas into the Severn barrage debate at Mr Benn's Bristol talks. One concerned the method of construction. A large part of the cost of a



The Severn Estuary, showing one possible barrage route via the islands of Flat Holm and Steep Holm.

barrage, according to the Dunch Nedecon consultants' recent report for the Department of Energy, would arise from the enormous amount of concrete that would be needed. Eleven million concrete blocks from one in 22 cubic metres were mentioned, apart from 221 large caissons and 65 million tons of rock fill, for the £3,100m double-basin scheme considered by Nedecon.

Finding a means of reducing the cost of building and closing the barrage embankment had become the most important task, Mr Russell said. A new method of building embankments from sand, encased in concrete armour, had proved successful in laboratory tests at Wallingford.

The method uses an enclosing shield which moves forward as the embankment is built up. "If that can be scaled up to Bristol Channel size, it makes a big difference," Mr Russell said.

He could not relate the expected cost reduction to the actual design for which Nedecon had estimated £3,100m (or to the £2,400m single-basin scheme)—but said it was only one-fourth of the price of concrete.

If such an approach were to

prove feasible for a full-scale barrage, the turbine units would be built in floating concrete caissons and sunk in place. Mr Russell argued that one no longer had to select the most direct route.

Thus one could build small basins out from each bank, one at a time. Each might take about five years to complete. A large, multi-basin scheme could be built up gradually and could leave navigation clear into the ports, so that locks would not be required. A similar stage-by-stage approach is recommended in the Atkins proposal. The Severn Barrage may not have to be a gigantic, 20-year project after all.

Certainly, the Government would be wise not to examine the possibilities further—while the uncertainties need to be resolved. The Department of Energy's cost estimates came under heavy fire at Bristol from the British consultants' engineers; the precise energy savings are unclear at present; the effects on the ports during construction and on the environment severely need to be established fully.

The author is The Times Technology Correspondent.

Germany's package is hardly a wonder cure

After five weeks of speculation and deliberation the West German Cabinet finally made up its mind this week on a new programme to stimulate the economy.

Rarely can a government's decisions have been so thoroughly aired in advance. Between the beginning of August and the final Cabinet decisions on Wednesday evening the German public had been exposed to a daily deluge of economic policy options by the media. Not a day went by without some new working paper being leaked to the press.

This barrage of advance publicity has added to the difficulties of the chancellor, Herr Helmut Schmidt. Now, more than ever before, his administration is committed in the public's eye to solving the country's main problem of unemployment.

But, if there is one lesson to be drawn from the history of Germany's recovery from recession over the past two years, it is that Bonn alone cannot solve the economic problems of the Federal Republic. Since the onset of the oil crisis in 1973 the Social Democrat-Free Democrat coalition has introduced a series of initiatives and programmes designed to return Germany to growth and restore full employment. Its efforts have been flanked by the monetary policy of the Federal Bank in Frankfurt.

Last year the government was rewarded with growth in gross national product that exceeded expectations. But, although the economy grew 5.6 per cent the average level of unemployment failed to drop below a million.

At the beginning of this year there were hopes that the recovery would become "self-sustaining". Indeed, Germany was lucky to achieve a growth rate of 4 per cent in 1977, compared with the target of 5 per cent real increase in gross national product, while unemployment is certain to average out at more than one

million for the third year running.

The latest package, in easing the taxation burden of business and individuals by about 7,400m Deutsche marks a year and drawing federal government expenditure next year by DM3,900 more than originally planned, is hardly a "wonder cure".

But, in drawing up the measures, Herr Schmidt's Government was not a free agent. Political rather than economic factors dictated the package. The Chancellor's Government was not a free agent. Political rather than economic factors dictated the package.

Although Germany is suffering from a lack of corporate investment and consumers are still saving almost 14 per cent of their disposable income, greater concessions to business would have foundered on the resistance of the left wings of the two coalition parties.

To finance the package, it is planned that federal government borrowing should increase next year to a net DM37,500m from about DM20,700m this year. It will therefore exceed by a large margin the original net borrowing target of DM19,700m.

If all goes according to plan, the increased federal government borrowing will be accompanied by greater deficit spending on the part of the state governments and local authorities so that the overall public sector borrowing requirement should rise to DM47,000m next year from the DM33,000m envisaged for 1977.

This DM14,000m increase in the overall net borrowing requirements is the amount that the government and Federal Bank feel can be carried by the capital market without causing a rise in interest rates.

Long-term bonds in Germany are at present being issued with coupons of only 6 per cent. It has been calculated that a 1 per cent rise in capital market

interest represents an additional cost burden of DM4,000m marks for German industry and commerce.

But potential difficulties on the capital market may appear a rather abstract problem for the government's managers in parliament. For they have to ensure that the programme passes through the legislative machinery quickly and, with an opposition majority in the upper house, this is far from a foregone conclusion.

Indeed, the chances that the opposition will support the package in its present form must be considered slim, because it has itself introduced a tax reduction Bill providing for a 10 per cent cut in income and corporate taxes and does not abandon this plan without loss of face.

If the government package does become law, Bonn could find that its good intentions of stimulating demand are being

counteracted by the budget policies of the federal states or Länder and the local authorities.

In Germany, Bonn may propose, but it does not necessarily dispose. The federal budget accounts for only about half of overall government spending.

The collective budgetary performance of the Länder so far this year gives little reason to suppose that they will fall in with Bonn's wishes for increased spending and borrowing next year.

Despite stronger than expected tax revenues the Länder governments increased their spending by only 4.7 per cent in the first seven months of this year, compared with the 5.5 per cent increase in spending targeted for 1977.

A further very serious restraint to growth is the delay that has occurred to energy investment. Court decisions in favour of environmentalists have now

blocked power station projects worth an estimated DM16,000m.

With unemployment at one million, Bonn has little option but to prime the economic pump. But it is already clear that government economic policy measures cannot alone solve the problem.

Since the end of the recession it has become increasingly apparent that the unemployment problem has a structural as well as a cyclical character. The emergence of West Germany as a high-cost country since the end of the 1960s has created an army of unskilled unemployed which is likely to rise with every wage increase that outstrips the gain in productivity. It is probably not exaggerated to say that the next wage round between the unions and employers will determine the longer term success or failure of the Schmidt government's economic strategy.

Peter Norman

Bestobell Limited

International Engineering and Chemical Products Group

INTERIM REPORT 1977

	First Half Year	Year
	Unaudited	Unaudited
	1977	1976
SALES	£'000	£'000
	40,694	38,340
NET PROFIT BEFORE TAX	2,725	2,584
NET PROFIT AFTER TAX	1,254	1,270
INTERIM DIVIDEND	3.6061p	3.2281p
Additional Dividend in respect of 1976	0.0802p	
Total (payable 7th October 1977)	3.6859p	

Overseas companies' financial year now commences with U.K. 1976 comparative figures restated.

- U.K. sales and profit increase on first and second half of 1976.
- Overseas companies recovering after difficult final six months last year.
- Group profit for second half year expected to show improvement on first half.
- Maximum permitted increase in Interim Dividend.

Bestobell Limited,
Stoke House, Stoke Green,
Stoke Poges, Slough SL2 4HS

Business Diary: On the carpet • Warrant officer

United Carpets, the subsidiary of Harold Pinner's Allied Refineries group, is itself on the carpet as far as the Advertising Standards Authority is concerned.

The latest report of the authority's complaint investigations was against Allied—after an approach, not from a member of the public, but from a woman who appeared in one of the company's press advertisements.

She objected that her picture as taken from a library and without her knowledge was used in a caption saying: "Allied carpets: ruined my sex life".

Angry was her husband, the advertisement said, their paying more for their new bedroom carpet than they had been charged at an Allied shop that these days sells all he seems to think out of his bedroom.

This, the ASA told Business yesterday, did not go on too well with the model's life husband, although the complaint was upheld under a provision of the authority's code which says that advertisements "should not contain...testimonies" purporting to come from real people.

Allied, which has said that its advertisement will not be repeated, is not as lucky as its fans. The ASA declares itself unclear in the same report in a case where an advertising agency director complained of a description of the report in an authority advertisement as "a bad book".

The ASA said that the readers of the advertising trade magazine in which the advertisement appeared would not make such a mistake. But, Business Diary hears you cry, if advertising people don't make mistakes why then is there an ASA, let alone a cases report?

■ The Society of Motor Manufacturers and Traders, ever mindful of the need to keep the customer happy, has reacted to the growing number of complaints from irate purchasers of new cars by appointing a new customer relations adviser. He is 26-year-old Rex Wilson, who previously held a similar post with the Royal Automobile Club.

The SMMT says that the new post results from the increasing awareness among the motoring public of the code of practice for the motor industry which came into force in February last year.

From February to July this year complaints against manufacturers rose to 241, compared with 214 a year earlier. An executive of one of the big four British car makers thought that on that basis Wilson would have a fairly easy ride.

Wilson, who has signed what is probably the biggest cheque in his life and if problems arise he wants someone to whom he can pour out his troubles and, hopefully, get speedy action.

There have been signs of more moans from car owners during the summer and less in the winter. Sales of new cars are higher in August and, therefore, more warranty periods expire in July. With higher mileage being covered during the holidays, faults are also more likely to be thrown up.

With people becoming more aware of their rights and cost-conscious car companies tightening up on warranty claims, the number of complaints was bound to go up, Wilson said.

The SMMT says that in the first 18 months of the code's operation, 450 cases were dealt with and 85 per cent had a satisfactory conclusion. Fewer than 2 per cent went to arbitration.

Wilson may also take some of the pressure off the shoulders of the companies' own customer relations men. The industry regards itself as the most complained to in the United Kingdom and there are many stories about customer relations people suffering such depression and other signs of stress that they are unable to stand the job for more than a year.

■ Trade and Industry, Whitehall's weekly magazine, warns businessmen to steer clear of the Central African Empire round about December 4. Emperor Bokassa is known as Papa Bok. Is to be crowned and, the journal notes, all hotels are likely to be full.

Such a warning seems superfluous after the treatment accorded by the self-styled emperor to Associated Press correspondent, Michael Goldsmith. His horrific account of



Emperor Bokassa.

his experiences last month must have deterred even the most dynamic export salesman from setting foot inside the CAE.

Arrested by some of Papa Bok's policemen in the capital, Bangui, he was charged with espionage charges. The unfortunate Goldsmith was driven to the emperor's residence where he bowed before the CAE head of state. Bokassa knocked the newsman unconscious with a blow from the forehead and then consigned him to 30 days in a rat-infested cell.

Goldsmith was released after personal appeals to Papa Bok from Goldsmith's wife.

of the City's more arcane markets.

But that is exactly what Ray Fletcher and Ray Stonehill hope to do with LDA (Corporate Finance) in the money broking field. Despite the rapid growth of the money markets—fund managers and company finance directors have realized the penalty of having money lying idle—Fletcher reckons that the market is nothing more than a few people "screaming raves down the phone".

LDA now plans a far more sophisticated service which will do for money markets what others have done for the equity and gilt sectors—provide it with good advice on money market portfolios.

So LDA's strength will lie in not shaving rates to a minimum but in providing its clients with up-to-date information on the factors affecting money market rates by means of a fortnightly review.

With Fletcher a former assistant director at Schroder Wagg in charge of the sterling money business and Stonehill running Sun Life's gilt portfolio for 11 years, both will have a good feel—from being on the other side of the fence—for the service clients will want.

Remember that pub we wrote about on Tuesday, the one that had outside it a sign declaring it an "English Heritage Pub" above another saying "American Hamburgers"? Well, the hamburger sign has now come down. Whether that means the hamburgers have now come out, we cannot say. Not being partial to the particular beer sold there, we have not been inside to look.

WARD & GOLDSTONE LTD.

Substantial increase in Exports. Heavy Capital Investment.

YEAR TO 31st MARCH	1977	1976
	(£000's)	(£000's)
DIRECT EXPORTS	11,045	7,981
GROUP SALES	56,956	41,549
PROFIT BEFORE TAX	4,140	3,438
CAPITAL EXPENDITURE	1,964	1,559
EARNINGS PER ORDINARY UNIT	18.89p.	16.53p.
DIVIDENDS PER ORDINARY UNIT	5.4175p.	4.865p.

A copy of the Report and Accounts for the year to 31st March 1977 can be obtained from the secretary Ward & Goldstone Ltd, Salford, M6 6AP.

FINANCIAL NEWS

Lead Inds' strong recent growth to fade in final stage

By Our Financial Staff

Lead Industries Group is running out of steam. Strong recent growth is expected to die away in the second half of 1977, although the non-ferrous metals, chemical and paint products manufacturer is still confident of an overall improvement in the £20.5m pre-tax profit last year.

The slowdown has already made its impact on the group's income. At £5.9m, profits from this source were almost flat in the six months to end-June last. Better profitability from higher turnover was achieved at Dulux Australia but the 43.6 per cent owned Dulux Group, formerly British ICI, reported marginally lower profits.

The group's wholly owned subsidiaries went rather better and improved by 43 per cent to £5.3m. The upshot was a near 20 per cent improvement to a total £11.2m.

The United Kingdom manufacturing subsidiaries were busier with higher exports and improved sales to export-oriented customers while turnover, profits and interest costs of £738,000 against £1,088m, were also influenced by the higher metal prices in the early part of the year. Better profitability reflects what the group sees as the "better tone" of business during the period of inflation and wage settlements and to the present "high degree of uncertainty" about United Kingdom markets and in many overseas countries "there is little sign of any upturn in their economies".

Yet, borrowing requirements for working capital are now lower than throughout the past 15 months and Lead Industries will also benefit from lower interest rates.

Shareholders, who include Metal with 25 per cent, get a gross interim dividend of 4.54p against 3.53p per share and a total of 11.17p per share has been forecast. The shares were unchanged yesterday at 177p where the prospective p/e may be no higher than 6.

Audiotronic takes dive into the red

Shares of Audiotronic Holdings, which takes in the Lasky's retail chain, dropped 10p to 147p after a pre-tax loss in the red with first £142,000 in the half to end-June, against a profit of £360,000. Overseas profit fell to £100,000 from £190,000, making a net loss of £142,000. After extraordinary dividend of £151,000, the profit after tax was £222,000.

The directors say that retail sales in Britain were the lowest for five years. But the easing of the measures has already brought in high water in the current quarter. With an estimated saving of some £250,000 there is some "radical" changes in the retail operation, it is hoped to resume profit-making by year-end.

Meanwhile the performance of the wholesale division has been "remarkable" with turnover and profit up 40 and 32 per cent respectively.

Poor second quarter hits Wm Collins

Although turnover of William Collins and Sons (Holding) rose from £21.64m to £24.06m in the first half of 1977, pre-tax profits tumbled from £1.85m to £1.02m.

In spite of an encouraging first quarter, sales for the second three months were "disappointing both in the United Kingdom and overseas markets". This was mainly the result of difficult conditions throughout the world, the board reports. Third-quarter sales are showing "some improvement".

With the group's strong publishing list for the pre-Christmas season, the board is hopeful this trend will continue. Profits for the first half were affected by a number of abnormal factors amounting to over £500,000. In the United Kingdom, the interim is being raised from 2.46p to 3.16p. The board intends to pay a total of 7.02p for the year, against 6.38p. In addition, a supplement dividend of 0.509p will be proposed.

Rights from Wagon Finance and United Gas

By Ashley Druker

Two of the latest companies making cash calls on shareholders are Wagon Finance Corporation and United Gas Industries. Each seeks to raise about £1.1m by way of a rights issue. Wagon Finance's issue is a one-for-six of 1.69m ordinary shares at 70p while United Gas make a two-for-seven of 2.63m shares at 45p a share.

Wagon's new shares do not rank for the interim already announced but will do so for the final dividend for 1977, already forecast at 2.875p, to make 4.125p against 3.75p for the year. In August the board forecast that full-time profits would show an advance on 1976.

The amounts advanced by Wagon under new credit agreements in the latest first half were 24 per cent up on the same period, and further improvement is likely.

United Gas says that though there has been a continuing improvement in liquidity further funds are required to enable it to accelerate its re-equipping with new plant and machinery.

Generally, the board is optimistic of good results for the year to April 2 next. The present term has started strongly, and the board expects to be in a position to October 2 is expected to be at least £750,000 compared with £507,000.

Meanwhile all sectors are doing well, and especially the German subsidiary Pintsch Barmag.

Lex diversification may be vindicated

By Ray Maughan

If Lex Service Group hits the market's unofficial pre-tax profit of a peak £12m, the diversification policy started in 1971 would at last be vindicated. The recovery, which began last year, is clearly being consolidated as six months profits to July 3 last climbed from £5.31m to £5.33m. At this rate, Lex is obviously set to overtake the previous record of £7.34m for 1976.

The vehicle side is progressing well. Volvo distribution has shaken off the effects of sterling's weakness and, although unit sales of the 200 series were slightly down in the first half, the subsequent two months had more than made up for that shortfall. Poor supplies at Leyland presented a surmountable problem—multi-sourcing has helped—and retail sales of new Leyland cars rose by 8.5 per cent, including a significant increase in sales to fleet companies.

Registrations of heavy commercial vehicles nationally climbed 7 per cent and the company's commercial vehicle sales volume rose by 13 per cent. But the non-motor divisions made much of the running and now contribute about 45 per cent of total operating profit against 37 per cent in the corresponding period of 1976. With the August acquisition of L. L. L. Lex confirmed its liking for the fork-lift market.

Plant hire and transport probably made just over £2m in the operating level which suggests that hotels contributed about £1.8m. Occupancy at the Carlton Tower remains buoyant and that it held 47.69 per cent of ASL's capital. Ansett said last year that it proposed to lift its ASL stake to not more than 50 per cent by share market purchase after acquiring the 30 per cent stake formerly held by the Bank of Scotland plus another 15 per cent on the market.



Mr. Trevor Chinn, chairman of Lex Services Group.

Lex is likely to surpass its earlier management fee projection of about £750,000 pre-tax. Generally, the UK market is now so strong that Lex may well pull the four-year-old Gaiwick hotel out of mothballs.

The shares climbed 1p yesterday to 69p where the historic p/e of around 6.5 is based on estimates of the balance sheet benefits of the Carlton Tower divestment and improving cash flow. The interim dividend is hoisted to 2.1p and a total of 5.23p gross against 3.465p per share was promised with the recent £4.25m rights issue.

Phillips Lamp has German setback

Allgemeine Deutsche Philips Industrie GmbH, an offshoot of Philips Lamp of Holland, reported a net profit of DM51m (about £12m) for the year ended April 30, which shows a marked decline from DM92m in the previous year.

Sales rose 6 per cent to DM4,000m, against DM3,800m the previous year. Philips said pre-tax earnings were DM154m, against DM156m the previous year, but a DM43m special payment to pension reserves and higher corporate income taxes from the new tax law resulted in the sharply lower net profit.

A Philips statement described the earnings as "unsatisfactory". Consumers did not increase their purchases corresponding to rise in prices. It came to show, consumer goods altogether showed only a slight increase in volume sales. Sales gains came in lighting and components sectors.

Capital spending during the year reached DM47m against DM170 the previous year.

International

Disney brighter

Analysts expect Walt Disney Productions to report about a 30 per cent increase in earnings for the fourth quarter ending September 30. Since June, 1976, Disney has averaged only a 4 per cent increase in net income.

Analysts Dennis I. Forst of Bateman Eichler, Hill Richards Incorporated and Mr. Grant D. Ebbson of Loeb Rhenard and Company are carrying identical fourth quarter earnings estimates.

Ansett raises stake

Ansett Transport Industries of Australia, says it has acquired more Associated Securities Ltd (ASL) shares, bringing its total holding to 52.22 million 50 cent par shares or 48.38 per cent of ASL's 50.50 million shares. Ansett last reported in August

Kubota expects drop

Kubota of Japan, a major maker of agricultural machinery, expects earnings in the first half of this year, ending October 15, to decline about 10 per cent from a year earlier although sales will increase, according to Mr. Hiromu Kubota, chief financial officer.

He said that earnings in the second half are expected to show an improvement compared with the first half. Moreover, second-half sales are expected to improve from a year earlier. In the year ended April 15, 1977, Kubota earned about \$87.7m (about £48m). On sales of about \$1,800m in the first half of 1977, the company's net income was \$37.2m on sales of \$755.1m.

North American market dimmer for EMI scanners

Orders for EMI-Scanners now stand at over 850 brain and body diagnostic systems, the company reported yesterday. To date, 700 systems have been delivered to hospitals and clinics in over 30 countries throughout the world. North America being the main market with over 450 systems—over half of them fast scanners—delivered there.

In North America there has been a marked decline in the industry order-rate—there was a fall of 37 per cent in the year to last June, largely because of Government measures to regulate expenditures on capital equipment by medical institutions.

Sir John Read, EMI's chairman, reports that although market conditions in North America have declined, the sales build-up in other territories continues to grow steadily.

HTV earns more and makes £1.9m takeover

In the year to July 31, turnover of the HTV Group rose from £14.61m to £20.34m. Net profits reached £1.32m, against £857,000, after tax and the Exchequer levy. A total dividend of 15.15p gross is being paid, compared with 2.3p (adjusted). HTV has bought T. J. & J. Smith, diary publishers, manufacturing stationers, bookbinders and producers of leather goods. The purchase continues HTV's policy of its television and activities. The consideration for Smith is £1.9m, payable in cash, but subject to reduction (up to a maximum of £500,000) if pre-tax profits of Smith for

Unilever-Gerber bid talks denied

Anderson Clayton in Houston has declined to comment on a published report that Lazard Freres & Co on behalf of Gerber Products has approached Unilever about making a bid for Gerber shares.

Anderson Clayton said it "would not confirm or deny" the report which said that Gerber would ask Unilever to make a bid for its shares if Anderson Clayton—which has been pursuing Gerber—clears anti-trust hurdles and proceed with its tender offer. Gerber and Lazard Freres both declined to comment.—AP-DJ.

Business appointments

Top changes for Standard Telephones

Sir Kenneth Keith, chairman of Hill Samuel Group and chief executive of Rolls-Royce, and Mr David Montagu, chairman and chief executive of Orion Bank, will join the board of Standard Telephones and Cables from October 4.

Mr Maurice Denton and Mr Gordon Jones have been named directors of National Westminster Bank.

Mr R. J. Kirkman has become finance director of F. W. Woolworth.

Mr F. B. J. Davies, Mr R. M. Fraser, Mr F. W. Hale and Mr R. Hickle have joined the board of Garton Engineering.

Mr W. H. C. Bailey has been made deputy chairman of Associated Paper Industries.

Air Chief Marshal Sir Denis Smallwood has become a director of BAC military aircraft division and joins the management board of Hawker Siddeley Aviation.

Mr Richard Barrett is now chief executive and deputy chairman of W. G. Hill & Son (Insurance). Mr Barrett continues as chairman.

Mr Antonio Diaz de Rivera, a vice-president, has been made head of Wells Fargo Bank's newly-created European marketing and planning group in London.

Mr Clive Sasserath, Mr David Evans, Mr Richard Ebert, Mr Kingley Borrett and Mr Edna Goling have been appointed directors of Wingham Potland Professional Indemnity.

Mr Peter Morris is to be secretary-general of the National Cold Storage Federation.

Mr J. G. Davis has been appointed to the board of DPDS (UK).

Mr A. J. W. Lewis (Curtin) has been elected chairman and Mr M. Goldman (Carrington) has been elected chairman of the British Clothing Industry's Council for Europe.

BRIDON

Bridon Limited Warrsworth Hall, Doncaster, South Yorkshire DN4 9UX England

Interim Statement 1977

Chairman Harry Smith's Review

Results and Prospects

The results for the first half of the year show some improvement over the previous six months and are very close to our original predictions. During the second half of the year we were expecting to benefit to some degree from a recovery in world trade. This no longer seems likely and the position in the Wire Industry is causing particular concern, with the persistence of very low demand now leading to some erosion of price levels and margins.

We also have disappointing results coming from our American Subsidiary where, again, the expected increase in demand seems unlikely to materialise during the current year.

As a result of these developments it now seems likely, on the evidence we have at the moment, that profits for the year will show a decline from those we had in the previous year and it may be well, until 1978 before we see the recovery which we have been expecting.

Dividends

The Board have declared on the Ordinary Shares an interim dividend of 2.3 pence per share for the year ending 31st December 1977 and a third interim dividend of 0.907 pence per share for the year ending 31st December 1976 payable on 3rd November 1977 to Ordinary Shareholders on the Register at the close of business on the 30th September 1977. The third interim dividend for 1976 represents the increase allowed as a result of the reduction in the rate of Advance Corporation Tax.

HARRY SMITH

Group Results (unaudited) for the Half Year to 30th June 1977

	30th June 1977	31st Dec 1976	30th June 1976
Turnover including Share of Associated Companies' Sales	21,068	19,393	18,012
Exports from United Kingdom	55,837	52,122	50,385
Other Overseas Sales			
United Kingdom Sales	76,705	71,515	68,397
	52,522	49,881	54,341
	139,227	121,176	122,738
Profit			
Trading Profit before charging Depreciation	8,643	7,875	10,456
Depreciation (net of Grants released)	1,734	1,530	1,592
Group Trading Profit	5,909	6,345	8,864
Deduct Interest on Loan and Debenture Stocks and Bank and Other Loans	2,227	1,784	1,872
Share of Profits of Associated Companies	4,682	4,581	7,192
	4,076	3,427	3,073
Profit before Taxation	8,758	8,018	10,265
Deduct Taxation	4,496	3,780	5,103
Add Net Loss of Subsidiaries applicable to Outside Shareholders (June 1976 Profit)	4,183	4,238	5,182
	141	279	(180)
Dividends for 1976:			
Preference and Preferred Ordinary Shares			12
Ordinary Shares:			
First Interim of 2.1 pence per share			1,070
Second Interim of 3.95 pence per share			2,011
Third Interim of 0.907 pence per share			31
			3,124
Profit retained			6,875
Earnings per Ordinary Share—Basic	7.99p		8.49p
—Diluted			17.80p

BRIDON world-wide in wire, wire rope, fibres, plastics and engineering products

Stone-Platt Industries

Interim report for the six months ended 30 June 1977

The company aims to be a world leader in each of its main products—spinning and texturing machinery, marine propellers, train air conditioning and lighting, specialized pumps for the power, petrochemical and water industries.

	First half 1977	First half 1976	Full year 1976
	£m	£m	£m
Sales	86.1	93.8	194.7
Profit before interest and tax	7.3	7.4	18.3
Profit before tax	5.8	6.1	15.6
Earnings per share	7.9p	8.2p	20.3p

- Pre-tax profit for the half year was 4% lower than the 1976 level on 8% lower sales.
- Profit margins improved from 7.9% to 8.5%.
- Exports from the UK totalled £31.8m—64% of UK output.
- Interim dividend: 2.2835p—maximum increase permitted.

The difficult trading conditions for the company's textile machinery and marine activities still persist throughout the world, and sales in 1977 will be below those of 1976. Strenuous efforts are being made to contain costs and improve productivity. However, company profit for the year as a whole is unlikely to reach the level of 1976.

25 St. James's Street, London, SW1A 1HH

ANGLO AMERICAN CORPORATION GROUP

Orange Free State Gold Mining Companies

SPECIAL DIVIDENDS—FINANCIAL YEARS

ENDING 30th SEPTEMBER, 1977

On 15th September, 1977, dividends were declared in South African currency payable to members registered in the books of the undersigned companies at the close of business on 30th September, 1977, and to persons presenting the relevant coupons marked "South Africa", obtained from share/stock warrants to bearer.

The transfer registers and registers of members will be closed in each case from 1st to 14th October, 1977, both days inclusive, and warrants will be presented from the Johannesburg and United Kingdom offices of the transfer secretaries on or about 3rd November, 1977. Registered members paid from the United Kingdom will receive the United Kingdom currency equivalent on 30th October, 1977, of the net value of their dividends (less appropriate taxes). Any such members may, however, elect to be paid in South African currency provided that the request is received at the offices of the transfer secretaries in Johannesburg or in the United Kingdom on or before 30th September, 1977.

Holders of share/stock warrants to bearer are notified that the dividends are payable on or after 4th November, 1977, upon presentation at the respective companies (marked "South Africa") at the offices of Barclays National Bank Limited, Stock Exchange Branch, corner Main and Sauer Streets, Johannesburg, South Africa; Union Bank of Switzerland, Johannesburg Branch, 40, 42nd, 44th, 46th, 48th, 50th, 52nd, 54th, 56th, 58th, 60th, 62nd, 64th, 66th, 68th, 70th, 72nd, 74th, 76th, 78th, 80th, 82nd, 84th, 86th, 88th, 90th, 92nd, 94th, 96th, 98th, 100th, 102nd, 104th, 106th, 108th, 110th, 112th, 114th, 116th, 118th, 120th, 122nd, 124th, 126th, 128th, 130th, 132nd, 134th, 136th, 138th, 140th, 142nd, 144th, 146th, 148th, 150th, 152nd, 154th, 156th, 158th, 160th, 162nd, 164th, 166th, 168th, 170th, 172nd, 174th, 176th, 178th, 180th, 182nd, 184th, 186th, 188th, 190th, 192nd, 194th, 196th, 198th, 200th, 202nd, 204th, 206th, 208th, 210th, 212th, 214th, 216th, 218th, 220th, 222nd, 224th, 226th, 228th, 230th, 232nd, 234th, 236th, 238th, 240th, 242nd, 244th, 246th, 248th, 250th, 252nd, 254th, 256th, 258th, 260th, 262nd, 264th, 266th, 268th, 270th, 272nd, 274th, 276th, 278th, 280th, 282nd, 284th, 286th, 288th, 290th, 292nd, 294th, 296th, 298th, 300th, 302nd, 304th, 306th, 308th, 310th, 312th, 314th, 316th, 318th, 320th, 322nd, 324th, 326th, 328th, 330th, 332nd, 334th, 336th, 338th, 340th, 342nd, 344th, 346th, 348th, 350th, 352nd, 354th, 356th, 358th, 360th, 362nd, 364th, 366th, 368th, 370th, 372nd, 374th, 376th, 378th, 380th, 382nd, 384th, 386th, 388th, 390th, 392nd, 394th, 396th, 398th, 400th, 402nd, 404th, 406th, 408th, 410th, 412th, 414th, 416th, 418th, 420th, 422nd, 424th, 426th, 428th, 430th, 432nd, 434th, 436th, 438th, 440th, 442nd, 444th, 446th, 448th, 450th, 452nd, 454th, 456th, 458th, 460th, 462nd, 464th, 466th, 468th, 470th, 472nd, 474th, 476th, 478th, 480th, 482nd, 484th, 486th, 488th, 490th, 492nd, 494th, 496th, 498th, 500th, 502nd, 504th, 506th, 508th, 510th, 512th, 514th, 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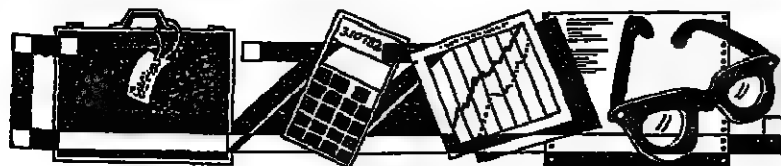
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£6,000 plus appointments



Director of Consumer Affairs

£12,670

The Director is responsible for ensuring a fair balance between consumer and trade interests and heads one of the three divisions which administer the law relating to consumer protection and competition policy.

The business of the Consumer Affairs Division includes the monitoring of trade practices; proposals for changes in the law; promoting the adoption of codes of good practice by trade associations; helping local trading standards authorities to enforce the law; and publishing information and advice to consumers. The Division works closely with local authorities, consumer advice centres, trade associations and other representative bodies.

Candidates, preferably aged 35-55, must have a record of

substantial achievement in a relevant area such as business, the professions, or government, plus a strong interest in the problems of consumer protection. An understanding of the practical application of marketing, economics, or law would be an advantage as would a degree or appropriate professional qualification.

Appointment will be for 3 years or (in an appropriate case) on secondment.

For further details and an application form (to be returned by 7th October 1977) write to Civil Service Commission, Alencon Link, Basingstoke, Hants RG21 1JB, or telephone Basingstoke (0256) 68551 (answering service operates outside office hours). Please quote ref: G9597/2

Office of Fair Trading

FMC Agricultural Chemical Group

Seek to recruit an Area Development Manager for Africa & the Middle East. The job is to coordinate the technical development activities of Zone Managers, Agronomists and Development Specialists in their efforts to prove the practical and commercial utility of assigned experimental chemicals, products or systems. Plans all development activities to support Area marketing objectives.

The man should possess at least an M.Sc. degree in agriculture with minimum three years' experience in pesticide development. Experience in Africa or the Middle East is an advantage. He should be a self-starter and willing to take initiative and to travel.

The salary is very attractive with numerous fringe benefits. The job is based in Athens. Applications should be sent, in confidence, to:

Area Manager
FMC International A.G.
Agricultural Chemical Division
Athens Tower "B" 806
Athens 610—Greece

THE SAVE THE CHILDREN FUND Director of Fund Raising

This senior appointment will attract someone with considerable previous experience of fund-raising. An ability to stimulate new fund-raising ideas and to direct and control the departments particularly responsible for increasing income is essential. This is a demanding task requiring a person with energy, initiative and above all the skill to inspire and encourage all concerned both inside and outside the Save the Children Fund.

Successful applicants will require some experience of voluntary agencies and must be able to communicate at all levels. Effective public speaking is also essential.

For further details and an application form please apply to:

The Personnel Officer,
The Save the Children Fund,
157 Clapham Road,
LONDON, SW9 0PT.

Tel: 01-582 1414.

Closing date for return of application forms: 14th October 1977.

The Save the Children Fund

Administrative Director

The Save the Children Fund seeks an Administrator who can combine the qualities of tact and common sense with proven management skills. This appointment carries overall responsibility for both the personnel and the property management functions. The work is varied and demanding and would suit someone contemplating early retirement from an appropriate professional occupation. It follows that the age range is not critical, but applicants should be not less than 40 years.

The appointment is in the London Head Quarters and carries an excellent salary and conditions of service.

For further details and an application form please apply to:

The Personnel Officer,
The Save the Children Fund,
157 Clapham Road,
LONDON, SW9 0PT.

Tel: 01-582 1414.

Closing date for return of application forms: 14th October 1977.

The Save the Children Fund

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Gwahoddi cysiadu am swydd Cyfarwyddwr. Bydd y Cyfarwyddwr yn gyfrifol am waliau gweinyddol y Cyngor, am gysylltuadau cyhoeddus ac am gysylltuadau a ddiwygu polisiau.

Ceir manylion pellach a ffurflen gais gan Ysgrifenydd y Cyngor, Pen y Garreg, Portlady, Ynys Môn, Cymru LL59 3BA. Rhaid i'r cysiadu yrruad y Ysgrifenydd orbyn dydd Gwener 30 Medi 1977. Llenwch cyfng £7,000 y llwyddyn.

The Times Special Reports

All the subject matter
on all the
subjects that matter

Chief Pharmacist

£12,340

The Pharmaceutical Division of the Department of Health and Social Security monitors pharmaceutical activity in the UK and provides an effective link between the pharmaceutical and other health professions, relevant National Health Authorities and representatives of the pharmaceutical industry.

As Head of this Division, the Chief Pharmacist is responsible for advising the DHSS on pharmacy generally and especially its application to the Health Service, other Government Departments, and official bodies. The successful candidate will have professional responsibility for managing and motivating some 90 pharmacists and other staff engaged on pharmaceutical aspects of the Medicines Act, the British Pharmacopoeia and associated work, and relevant scientific and technical services. He will also be expected to represent the Department at national and international gatherings, and to maintain contact with Chief Pharmacists overseas.

Candidates (men and women) must be registered pharmacists with a degree in pharmacy or a closely allied discipline. They must have a broad general background in pharmacy and also have had experience in administration, negotiation and management, preferably at senior level in the industrial, Health Service, or academic fields.

The salary for this London based post is £12,340. There is a non-contributory pension scheme.

For further details and an application form (to be returned by 7th October 1977) write to Civil Service Commission, Alencon Link, Basingstoke, Hants RG21 1JB, or telephone Basingstoke (0256) 68551 (answering service operates outside office hours).

Please quote ref: T.9588/1

DEPARTMENT OF HEALTH AND SOCIAL SECURITY

Britannia Royal Naval College, Dartmouth DIRECTOR OF STUDIES

£10,000

The Director is responsible for directing the work of some 30 Lecturers in the Departments of Science, Engineering Science, Mathematics, History (Strategic Studies and Economics), and Languages. He has overall responsibility for the academic work of up to 500 young officers in residence at Dartmouth, and for the selection of officers for university degree courses.

Candidates (men and women) should preferably be graduates in the 45-55 age range and be broadly based as educationists with considerable experience at secondary or tertiary level. They should have good contacts with schools and universities and must have intellectual and personal qualities which will command the

respect of students and staff at BRNC and of Senior Service Officers. Experience of, or affinity for, the Navy would be an asset.

Staff play a full and active part in all College activities.

The post is permanent and pensionable and will be available in September 1978, when the present incumbent retires. A residence will be available at an economic rent.

For further details and an application form (to be returned by 6th October 1977) write to Civil Service Commission, Alencon Link, Basingstoke, Hants RG21 1JB, or telephone Basingstoke (0256) 68551 (answering service operates outside office hours). Please quote ref: G9562/1

MALE BACHELOR PA SAUDI ARABIA

A major International Group of Engineering Consultants and Architects wish to acquire the services of a male bachelor personal assistant for secondment to the personal service of a senior Arab gentleman in public service.

The appointment is appropriate to a man aged 30-40 of sound educational background, good and well exercised stenographic skills and with experience as a personal assistant at Director or Partner level. It demands discretion, fluency and flexibility.

The successful candidate will enjoy attractive staff benefits including non contributory pension fund, annual bonus and free furnished accommodation and services, as well as a generous salary. The initial appointment will be for two years but there is good scope for continuity at home or overseas.

Please apply in writing, quoting Ref. No. 1582 and enclosing a comprehensive c.v. to Box 2483 J, The Times.

SCHOOL BURSAR

Fresham Heights, Fresham, Surrey

The Governors invite applications, before 8th October, 1977, for the post of Bursar which will become vacant at the end of July, 1978.

Salary will be commensurate with age and experience. Free house will be provided.

Details of the school and the post can be obtained from the Secretary to the Governors, Mrs G. H. R. Parkinson, Belstone, Upper Warren Avenue, Caversham, Reading RG4 7EB.

U.K. REPRESENTATIVE

A well established Canadian Manufacturer of Hot Runner Systems for the Injection Moulding Industry seeks a Technical Representative with Mould Making and Moulding background for the British Market. The successful applicant will have at least 10 years' practical experience in the plastics industry and may expect to receive extensive training and support.

An attractive financial reward is offered which reflects both the importance of the position and the need for the applicant to operate on personal initiative. Please reply in confidence with copy of your CV to Box 2159 J, The Times.

GENERAL VACANCIES

MANAGERS: "Male-Female" Sought for 11 Prestigious London with 12-15 yrs exp. in sales and marketing. Please ring John Collins, 044 7920.

GENERAL VACANCIES

STUDENT required by N1, 1000 to 1200 hrs. per week. Must be well educated, intelligent and energetic. £5.50 per hour. 437 9884, Kares.

Join pbi - the fastest growing company in the Garden Products trade MARKETING MANAGER

Garden Products

This new senior position is for someone to join a highly successful team marketing some of the top names in gardening.

We are looking for a man or woman with a successful record of sales and management (preferably in the Garden Products field) who now wishes to expand their career into marketing. This challenging position will involve you in many aspects of marketing and selling.

You will need to be clear thinking, have planning ability and a real desire to succeed. We offer a top salary, company car, pension scheme and the benefits of employment expected of a major national company.

If you set yourself high standards and expect high rewards for meeting them, we would like to meet you.

Please write giving brief details of your qualifications, age and experience to:

Colin Brown Personnel Manager
Pbi Personnel Services Ltd
Brixton House, High Street
Waltham Cross, Herts EN8 7DY
Tel: Waltham Cross 23991

CHIEF EXECUTIVE/ GENERAL MANAGER

Chief Executive/General Manager for a company representing United Kingdom Flour Mills, exporting flour to countries outside the E.E.C.; mainly to the Middle East, Africa and Asia.

Applicants, who will probably be in their 40s, must have good knowledge of:

- the International Cereal/Flour/Commodity trade.
- E.E.C./C.A.P. Regulations.
- Marketing procedure and experience with negotiating with Government organisations.
- Shipping procedure.
- French or German language and hopefully Arabic.

The salary and fringe benefits are negotiable and will be in line with the importance of the appointment.

Please send to confidential, concise career and personal details, marked Private & Confidential, to: The Chairman, British Flour Exporters Ltd., 21 Ardingly Street, London SW1A 1BN.

GENERAL VACANCIES

EFL/ESL INSTRUCTORS IRAN

European teachers to teach English to Iranian students in Shiraz. Must have experience in EFL/ESL instruction. Salary £10,000 p.a. plus travel. Please write to: P.O. Box 11457, Chicago, IL 60611. An Equal Opportunity Employer.

IKON GALLERY

is looking for a director to run its contemporary art gallery in Birmingham City Centre. The Gallery is an integral part of the Ikon Centre. Salary between £4,500 and £5,000 p.a. Closing date for applications 14 October 1977.

For further details contact:

THE CHAIRMAN
IKON GALLERY
45 WEST COURT
BIRMINGHAM SHOPPING CENTRE
BIRMINGHAM B2 4JL

GENERAL VACANCIES

CHATELAIN AUCTIONEER AND

Valuer required by Shropshire Council as head of the department in charge of the auctioneering and valuing of land and buildings. Applicants must be of the highest professional ability and integrity. Please write to: J. H. M. Jones, P.O. Box 11457, Chicago, IL 60611. An Equal Opportunity Employer.

JOBS IN THE ALPS (ARMY)

Boys/Girls 18+ French or German speaking. Very long hours and hard work. Good pay and conditions. Please apply to: The Alps, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37, 38, 39, 40, 41, 42, 43, 44, 45, 46, 47, 48, 49, 50, 51, 52, 53, 54, 55, 56, 57, 58, 59, 60, 61, 62, 63, 64, 65, 66, 67, 68, 69, 70, 71, 72, 73, 74, 75, 76, 77, 78, 79, 80, 81, 82, 83, 84, 85, 86, 87, 88, 89, 90, 91, 92, 93, 94, 95, 96, 97, 98, 99, 100.

Middle East Appointments

THE DEPARTMENT OF EARTH SCIENCES UNIVERSITY OF PETROLEUM AND MINERALS DHAHRAN, SAUDI ARABIA

will have Faculty positions in the following areas open for the Academic Year 1978-79, starting 1 September, 1978:

ENGINEERING GEOLOGY MINERALOGY AND PETROLOGY PALEONTOLOGY STRUCTURAL GEOLOGY

Minimum qualifications include Ph.D. degree plus field/industrial/teaching experience.

Faculty will be involved in both teaching and research. Ability to teach geologic field courses is particularly desired. Good research facilities are available and specialized equipment for approved research projects may be acquired. Current research includes Saline Deposits, Sabkhas Regional Structure, Computerized Bibliographies and Geologic Data Banks, etc.

Minimum regular contract for two years, renewable. Excellent salaries and allowances, free air conditioned housing, free air transportation to and from Dhahran each two-year tour. Attractive educational assistance grants for school-age dependent children. Local transportation allowance in cash each month. All earned income without Saudi taxes. Ten month duty each year with two month vacation paid and possibility of participation in University's ongoing summer programmes with adequate additional compensation.

Apply with complete résumé on academic and professional background, list of references, a complete list of publications with clear indication of those papers published in refereed professional magazines/journals, research details, and with copies of degrees including personal data, such as family status (wife's maiden name, names of children, age and sex), home and office addresses, telephone numbers to:

Dean of Faculty and Personnel Affairs
University of Petroleum and Minerals
Dhahran, Saudi Arabia

THE DEPARTMENT OF EARTH SCIENCES UNIVERSITY OF PETROLEUM AND MINERALS DHAHRAN, SAUDI ARABIA

will require the following for the Academic Year 1978-79, starting 1 September, 1978:

GEOLOGICAL AND GEOPHYSICAL LABORATORY TECHNICIANS with experience in Electronic and Mechanical maintenance and repair.

They will be expected to keep the Department's microscopes, geological instruments, X-Ray diffraction apparatus, DTA apparatus and other equipment in good working order, and to assist in preparation of geologic specimens for examination and display. Previous experience in a geology/geophysics laboratory or combined electronic/optical mechanical workshop is essential.

Minimum regular contract for two years, renewable. Competitive salaries and allowances, all earned income without Saudi taxes, free air conditioned and furnished housing, free air transportation to and from Dhahran each two-year tour. Attractive educational assistance grants for school-age dependent children. Local transportation allowance in cash each month. Ten and a half months duty each year with 45 days vacation paid.

Apply with complete résumé on academic and professional background, list of references, and with copies of degrees/testimonials, including personal data, such as home and office addresses, telephone numbers, family status (wife's maiden name, names of children, age and sex) to:

Dean of Faculty and Personnel Affairs
University of Petroleum and Minerals
Dhahran, Saudi Arabia

MALE BACHELOR P.A.

SAUDI ARABIA
A major International Group of Engineering Consultants and Architects wish to acquire the services of a male bachelor personal assistant for secondment to the personal service of a senior Arab gentleman in public service.

SEE OVER £5,000 OPPORTUNITIES

GENERAL VACANCIES

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Two Editorial Assistants needed, experienced in editing and typing. Excellent opportunity for advancement. Please apply to: 'Phone Janet Books 01-229 9882

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OPENINGS in all levels in the profession. Capital Duty Consultant, Chartered Accountants, etc. For a full list of opportunities, please apply to: 'Phone Janet Books 01-229 9882

SEE OVER £5,000 OPPORTUNITIES

PUBLIC AND EDUCATIONAL APPOINTMENTS

NURSERY SCHOOL TEACHING

Days-Care
Dedicated and experienced nursery school teachers are needed to teach young children in a nursery school in the City of London. Candidates should be able to teach and to supervise children. Low salary, but good benefits. Please apply to: 'Phone Janet Books 01-229 9882

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Maths, Science, English, etc. A small, independent residential college in the City of London. Candidates should be able to teach and to supervise children. Low salary, but good benefits. Please apply to: 'Phone Janet Books 01-229 9882

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Just a Five Letter Word

origin unknown)
to search, seek, to
look for a residence,
home etc.
prowling, n. and adj. to
go house hunting.
prowl, v. to go house hunting.
prowl, n. a house hunt.

Prowling this weekend

- BUCKINGHAMSHIRE**
HADDENHAM, Mr. Altham
4 & 5 bedroom detached
houses from £29,500.
2 & 3 & 4 bedroom houses
from £12,950 to £17,950.
WINDSOR, 3 & 4 bedroom
houses from £23,950 to £29,500.
From £12,950 to £29,500.
- CHESHIRE**
GUILDFORD, Chester
4 bedroom detached houses
from £20,950 to £27,950.
- DORSET**
WEST WIMBORNE
3 bedroom semi-detached
bungalows from £14,000.
3 bedroom town houses
from £12,950 to £14,000.
3 bedroom town houses
from £12,950 to £14,000.
- HAMPSHIRE**
ROMSEY, 4 bedroom
detached houses
from £27,000 to £29,500.
3 & 4 bedroom detached
bungalows from £23,500.
4 bedroom/2 bath semi-detached
houses from £12,950 to £14,000.
3 bedroom town houses
from £12,950 to £14,000.
- HEREFORDSHIRE**
CROSBURY, 2 & 3 bedroom
bungalows from £12,950 to £14,000.
4 bedroom detached houses
from £14,450 to £15,450.
- LINCOLNSHIRE**
ASH COURT, Doncaster
2 bedroom detached houses
from £12,950 to £14,000.
3 bedroom houses
from £12,950 to £14,000.

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For better living all round.
Prowling Estates Limited
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Terrington St Clement
Mr Kings Lynn, Norfolk
BUNGALOWS
from £9,000

D.H. Buildings
Lime Walk, Long Sutton, Lincs.

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NEW HOME IN THE
ISLE OF MAN

Friday Park, Ballabeg
from £10,750
3 & 4 bedroom detached houses
from £10,750 to £12,500.
2 & 3 bedroom town houses
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from £12,500
Detached 3 & 4 bedroom
houses on very quiet site, inc.
w.c., fitted kitchen and garage.
For further details -
Mantis Limited
25 Highway
Douglas
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Telephone: Douglas 21071

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WITH A CHOICE
OF TRAINS!

Superior new 3-bed detached
house in old country house
in the heart of the village.
3 & 4 bedroom detached
houses from £12,950 to £14,000.
3 & 4 bedroom detached
houses from £12,950 to £14,000.
3 & 4 bedroom detached
houses from £12,950 to £14,000.

LINCOLNSHIRE WOLDS

Superior detached four bedroom
residence in delightful
site in Goulceby, Freehold.
225,000 and under.
HUGH BOURN
DEVELOPMENTS
Wymondley, Lincolnshire
Tel. Wymondley 500 540

A new approach to timber frame

The amount of money spent on house conversion, substantial redecoration, reconstruction and built-in furnishings by home owners is a sure indication that most are dissatisfied with the basic design of their homes.

The ideal is to have your home built to your personal specification, but only a few are able to afford this and the reality of the housing market is that most have to make do with what a builder feels is acceptable within certain very strict price limits.

An indication that housing design must adapt to the specific needs of the buyer has, however, arrived with the unveiling of four prototype houses at Melbourn in Cambridgeshire by Barrett Developments.

Selling for £7,000-it should be borne in mind that Cambridgeshire prices are still lower than in most other areas-the houses are one-bedroomed freehold homes with only 400 square feet of living space as opposed to about 1,200 square feet in the average small semi. To save space spiral staircases have been used in the cube-shaped houses which can be adequately furnished for about £500. The houses are built in four, back-to-back, and have a communal garden.

The builders say that they are aimed at newly weds and single people and the building society officials who have inspected the houses have indicated that mortgages would be granted. The four prototypes have been sold and there is now a waiting list.

Despite this form of discrimination the popularity of timber-framed housing is on the increase, offering as it does the necessary flexibility for innovative design at moderate cost. One in 10 new homes is now timber-framed although more than 1,500,000 such houses are built in Scandinavia and North America each year.

Timber framed houses cost about 5 per cent less than the equivalent traditionally-built home, but the other savings involved are much more substantial. Construction time is unaffected by bad weather and with much of the finishing work already done by the time the major components of the house arrives on site there is little reliance on the skills of bricklayers and plasterers, skills which are scarce and expensive.

Timber framed housing has had to be developed in the face of adversity not only from building societies, but from the insurance industry rightly concerned about the greater fire risk. Most of the objections have now been met chiefly because of the efforts of the Timber Research and Development Association. The myth that timber-framed houses are nothing more than glorified pre-fabricated log-cabins also had to be swept aside.

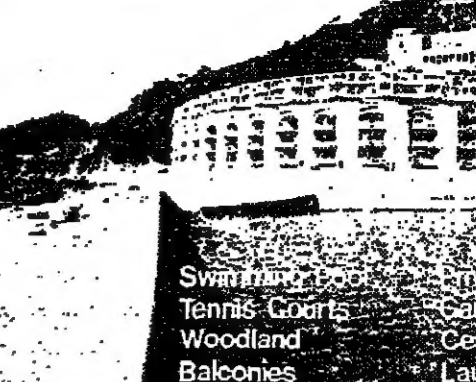
Save money in the construction method and not in any way indicative of the final appearance. Basically such a house consists of the timber frame, strengthened by plywood sheet, insulated by quilting, protected from damp and moisture with layers of polythene or aluminium foil and finished internally with plasterboard. Outside the house can be finished in virtually any desired material, brick, stone, slate, asbestos, timber veneers or tiles.

As well as allowing innovative design at less than prohibitive costs such houses also need less expensive foundations, have insulation of a very high standard and can be built using less labour than traditional properties.

David Young

Fort Picklecombe

PLYMOUTH SOUND



Swimming
Tennis Courts
Woodland
Balconies

Calligraphy
Central Heating
Laundry Room

1-4 bedroomed flats in a unique position

Built as part of Plymouth's coastal defences this impressive granite fort has been skillfully converted to offer a wide selection of quality flats; varying from Studio suites to four-bedroom apartments.

All the flats have views over Plymouth Sound and can enjoy the private beach, landscaped gardens and 52 acres of woodland: they are being sold on 125 year leases.

Drake, Hawkins, Cook and Raleigh, who passed this way, would have envied the quality within this development.

SHOWFLATS ARE OPEN FOR INSPECTION EVERY WEDNESDAY SATURDAY & SUNDAY 2-5 PM. FOR FURTHER PARTICULARS AND BROCHURE CONTACT THE DEVELOPERS OR THEIR AGENTS...

VINER CAREW & CO. 30 Drake Circus, Plymouth PL4 8AD

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Appointments Vacant

Employee Relations
with
Esso Chemicals Limited

We are a major petrochemical manufacturer and market an extensive range of chemicals including solvents, elastomers, oil additives, plastics and resins throughout the UK and Europe.

We have two vacancies for Employee Relations Administrators at our Head Office in Southampton, and one at our Manufacturing Department at Fawley, Hampshire. As a member of a team of professionals working with management on a number of employee relations activities your role will be to advise on a wide range of industrial relations matters.

Conducting a sensitive approach to IR with an employee is essential. It is essential that you have a good balance between a practical and a theoretical approach, a degree of equipment and evidence of at least 12 years successful practical work in the IR field.

Salary and benefits are highly competitive and include relocation assistance to this pleasant part of the country, close to the New Forest and Southampton Water. There are also excellent future career prospects across a wide range of employee relations activities with this major industrial organisation.

Please send your application form to: Esso Chemicals Limited, Employee Relations Adviser, Esso Chemicals Limited, Fawley, Southampton SO41 1L, The Southampton (STD 0703) 803323 Extension 1.

GUY SALMON

LEASING DIVISION

FIELD SALES
EXECUTIVES

Due to substantial further expansion we require sales personnel experienced at board level negotiations to sell this exciting facet of our group's services.

The job function demands knowledge of finance, taxation and the motor industry. A knowledge of any of these would be a distinct advantage. However a proven track record of top level negotiating is essential.

Remuneration will be by way of good basic salary and incentive as is befitting the importance placed upon these positions. A company car and expenses will also be provided.

Please write with brief career details to Michael Buckingham, Director, Guy Salmon Ltd., Portsmouth Road, Thames Ditton, Surrey or telephone him on 01-388 5555.

Chief Executive Officer
(Designate)

The Leeds Industrial Co-operative Society Limited, turn annual sales in excess of £20 million, invites applications for the post of Chief Executive Officer Designate.

Applicants must have a record of successful achievement in top management.

The successful applicant will probably be between 40 and 50 years of age.

N.A.C.O. conditions of service apply, with car and fringe benefits. Salary Negotiable.

Application forms available from the Secretary, Mr J. H. Wright, LEEDS CO-OPERATIVE, Administration Office, David Street, Leeds LS11 5DD.

GENERAL VACANCIES

CITY OF DUNDEE DISTRICT COUNCIL
ASSISTANT KEEPER OF ART

Vacancies are invited for the above post in the Museums and Art Galleries Department of the Civic Amenity Department.

Applicants should be university graduates with a relevant degree, who have been studying for the Diploma of the Museums Association. The successful candidate will report to the Keeper of Art and will be responsible for the day-to-day maintenance of records and the day-to-day running of the Department. The successful candidate will also be responsible for the day-to-day running of the Department. The successful candidate will also be responsible for the day-to-day running of the Department.

For details and application forms, please contact the Town Clerk and Chief Executive, Dundee DDI 1281.

GREATER LONDON ARTS ASSOCIATION

DANCE OFFICER

This new post is a full-time post in the London Arts Association, which is a voluntary organisation. The Officer will be responsible for the day-to-day running of the Department. The successful candidate will also be responsible for the day-to-day running of the Department.

For details and application forms, please contact the Town Clerk and Chief Executive, Dundee DDI 1281.

PUBLIC AND EDUCATIONAL UNIVERSITY APPOINTMENTS

The University of Leeds

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CENTRE FOR STUDIES IN SCIENCE EDUCATION

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Creator of an article of very large distribution (3 million copies sold monthly in France) seeks

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Must be very well introduced to wholesalers, super-markets, books and newspaper retailers, bookshops, etc.

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ST. HELENS BOROUGH COUNCIL

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METROPOLITAN BOROUGH OF WOLVERHAMPTON

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METROPOLITAN BOROUGH OF WOLVERHAMPTON

PUBLIC NOTICES

THE MIDLANDS ELECTRICITY BOARD

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Secretary/Admin Assistant

From £3,250 p.a. a.e.e.

Reuter, the world news organisation, requires a Secretary/Admin Assistant to work with a small team providing the Company with its long-range planning service.

The successful applicant will provide the full range of secretarial duties to the Financial Manager (Corporate Financial Development) and his team and will have the opportunity to broaden his/her experience in both computerised and financial systems. The work is varied and will provide scope for a person willing to accept responsibility and work on their own initiative. Good shorthand and typing together with good organisational ability are essential.

For further details please telephone Jacqui Gullon on 01-353 6060, ext. 316.

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If you are between 20-25 with good speeds and some secretarial experience, please write to Carol Perry at XEROX Learning Systems International Ltd., 20-22 Bedford Row, W.C.1.

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To assist the Company Secretary in the recruitment of office and administrative staff plus the responsibility for staff welfare and upkeep of personnel records for the Head Office of an industrial holding Company. Ideally candidates will be aged 25-35, some experience of the Personnel Function. Competitive salary, L.V.s. and other associated benefits.

Telephone for application form: MRS. P. A. MAYFIELD 01-629 5885.

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15 GRESSIE STREET, LONDON W1P 2DA

Partner's Secretary

We are looking for a competent, lively Secretary who will be able to handle a wide range of secretarial duties. The successful candidate will be responsible for the day-to-day running of the Partnership. The successful candidate will also be responsible for the day-to-day running of the Partnership.

Please send written applications giving full particulars to Mr Howard at the above address.

SUPER SECRETARY/P.A.

required for senior Partner of Bond St Property Company. Interesting job in pleasant environment. Shorthand and audio required. Age 27-35. Salary £3,500-£4,000 negotiable.

Please ring Georgina, on 499 2271

P.A./SECRETARY

for Lawyers industry up to £4,000 p.a. plus benefits

Secretary required for Financial Services industry. A well known Company in Leisure industry situated in E.C.1. Must be good shorthand writer. Knowledge of shorthand and typing. Good typing and shorthand. Pleasant conditions, own office, informal atmosphere, working with young people.

Telephone: 251 4726

PERSONAL SECRETARY/PA

The Secretary of a well-known financial institution (adjacent to the City) is seeking a Personal Assistant for the Managing Director. The successful candidate will be responsible for the day-to-day running of the Managing Director's office. The successful candidate will also be responsible for the day-to-day running of the Managing Director's office.

Applications marked "Personal" should be sent to: N. J. Williams, c/o The City of London, 100, Old Broad Street, London EC2M 6JL.

INTERVIEWER

We need one Interviewer for a ground floor agency in one of the best areas in London. The successful candidate will be responsible for the day-to-day running of the agency. The successful candidate will also be responsible for the day-to-day running of the agency.

For details and application forms, please contact the Town Clerk and Chief Executive, Dundee DDI 1281.

NOTICE

All advertisements are subject to the conditions of acceptance. The conditions of acceptance are available on request.

DEMOCRATIC AND POPULAR REPUBLIC OF ALGERIA

MINISTRY OF HYDRAULIC ENGINEERING, LAND DEVELOPMENT AND THE ENVIRONMENT

DIRECTION DES PROJETS ET DES REALISATIONS HYDRAULIQUES

Notice of Extension of Time

The final date for the submission of bids regarding the construction of the dam to be built on the OUED BOU RUMI initially scheduled for the 28th of September, 1977, has been extended to the 10th of October, 1977, at noon.

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Personal Assistant

Chairman of an international group of companies mainly trading in beauty and hair care products requires a young ambitious person, preferably with a business or accounting background, to act closely with the Chairman in the capacity as Personal Assistant. Applicants should possess a tremendous sense of urgency and strong but tactful personality. This new appointment offers excellent opportunities and will be based in LONDON, W.1, but the successful applicant must be prepared to travel extensively. Salary will be negotiable and dependent on age and experience and normal fringe benefits apply. Please write in the first instance giving full details of personal background and experience to Box 1729 J, The Times.

Audio Secretary

